

AUGUST 1959 3/-

- *Why the £3,000 man quits*
- *New look for foreman training*
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- *Conveyor that thinks for itself*
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BUSINESS

JOURNAL FOR MANAGEMENT



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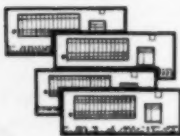
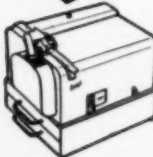
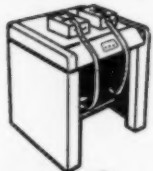
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BUSINESS

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COVER
PICTURE



Radar sweep as seen by an artist. Painting by courtesy of Mullard.

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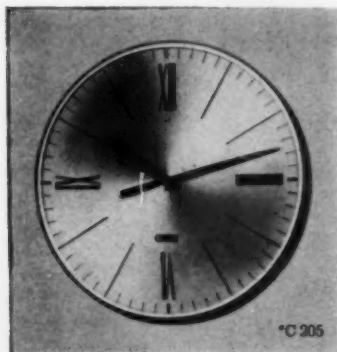
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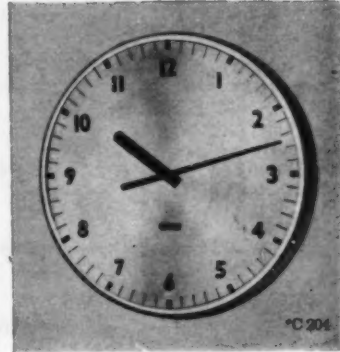
*C 433



*C 205



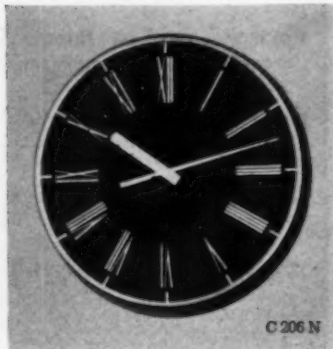
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C 205 N



C 206 N

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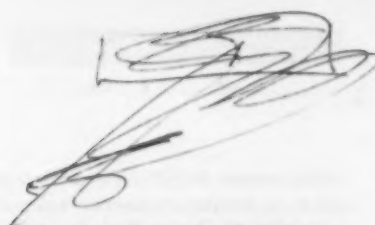
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ECONOMIC PROSPECT

Survey and Forecast of Business Conditions

Going up

- ▶ Three of the major components of demand—consumption, exports and public investment—are on a rising trend, and the fourth, private investment, shows signs of catching up.
- ▶ There is every prospect that retail buying, the basis of re-expansion, will continue to grow over a wide range of goods.
- ▶ Current spending power is still being boosted by hire-purchase money, and the point at which repayments equal or exceed new business is unlikely to be reached this year.
- ▶ There are no signs that the long period of price stability is coming to an end.
- ▶ The outlook for exports is very good, based upon industrial recovery in North America and Europe.
- ▶ Industrial production continues its steady upward course and seems to be working back to the capital goods industries.
- ▶ The outlook for engineering is promising. Unemployment in this field appears to be falling, and in the BUSINESS enquiry into contract engineering, more engineers reported orders up than down and most considered prospects improving.

Building Buoyant

- ▶ Building activity will continue to grow: private building is at a high level, and record borrowing by local authorities will sustain building of houses and schools in the second half of the year. Building for manufacturing industry may be higher than expected.
- ▶ Wages seem unlikely to rise very much, at least until the year's end.
- ▶ Employment should continue to rise and the next official figures should show unemployment down below 400,000.
- ▶ The gold and currency reserves, the level of which limits the rate at which the economy can expand, are most vulnerable in the autumn. This autumn there will almost certainly be an election. But the U.K. trading position is sound and the £ sterling is likely to withstand the strains of both the season and the election. Bank rate, may, however, go up a little in October.

Expansion Without Inflation

- ▶ Banks will continue to increase their advances.
- ▶ Overall, the picture is of an economy expanding steadily without pressing on its resources, and without inflation. This generally healthy position should not obscure weaknesses in railways, coalmining, shipbuilding and textiles.

OUTLOOK FOR

This month BUSINESS presents its indicators of activity in contract engineering and contract design in a new and even clearer form, concentrating on orders and prospects. The table shows, for example (first and second lines), that among tool designers who replied, 13 per cent reported orders up on the month by an average of 10 per cent while 27 per cent reported them down by 26 per cent.

The table on the opposite page shows no major trend in contract design orders over the past year, or over the past month. But during the past month the mechanical and general designers have reported a more favourable position than the tool designers, and also consider their future to be better, with over half reporting prospects better or much better.

In contract engineering an upward trend is clear, with 54 per cent reporting more orders over the last year and over the last month, and 52 per cent reporting prospects better or much better.

Vehicles

Motor cycles should maintain their sales but are unlikely to increase them. Motor cycle combinations are probably on the way out.

Scooters are still selling very well and will almost certainly continue to do so. Exports should grow too.

Bubble-cars. Expect a boom.

Passenger cars are selling at record levels at home and abroad and will probably continue to do so. The British Motor Corporation are bringing out two new ultra-small front-wheel-drive models in the autumn, and Ford are expected to come up with a very small rear-engined model. Problem is to keep the price down to £500, including P.T.

Commercial vehicles should continue in strong demand.

Second-hand cars made before 1953 are likely to suffer a sharp drop in value this autumn.

Farm machinery and tractor exports are beating 1958 totals, and despite increasing competition should continue to do well.

The aircraft industry faces the prospect of further contraction. Orders for military aircraft have been cut and civil airlines all over the world are overbought. The Hawker Siddeley Group recently signed a contract with India worth over £20m.

Power, Steel and Shipbuilding

Coal consumption is running about 8 per cent below

1958. Total stocks are now over 40m. tons and likely to rise more.

Atomic power stations. After the next two, the Central Electricity Generating Board will probably not order any more complete A-power stations, but will contract for separate components.

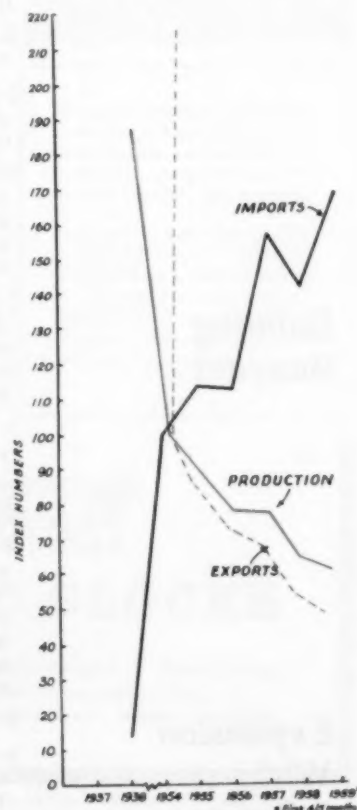
Steel production is still moving upward. The demand for heavy steels is still somewhat depressed but is better than it was.

Iron foundries report a spate of new orders and the prospects look bright.

Shipbuilding. The industry as a whole has two years' work on hand, but hardly any new orders are coming in and order books are shortening all the time. Some yards building cargo ships and coasters have no work at all. There have been fairly heavy cancellations. Outlook gloomy unless freight rates turn upwards.

Commodities

Tin. There are no reasons to expect any very great fluctuations. The Tin Council now has stocks of cash and of tin.



The Cotton Catastrophe

Demand for cotton cloth has recently become firmer, but the industry must still contract, and it would be a pity if this revival should impede redundancy schemes. The graph tells of imports rising, exports and production falling.

Zinc. The demand for zinc is firm and seems likely to remain so. The price has risen 25 per cent in the last year.

Aluminium is currently in surplus but a steady increase in usage is expected in the long term.

Natural rubber will probably be scarce in the short run, but releases from stock-piles should keep the price from rising very high.

Books. Recent Government proposals, if implemented, will give financial help for publication of cheap editions for export. Publishers' plans for Christmas books are already affected by the printing strike.

Paper and board from Scandinavia are likely to offer serious competition to the U.K. industry.

Dyestuffs should benefit from the revival in textiles.

Beer sales are up as a result of a reduced tax and fine weather—mainly the fine weather.

Flour millers are expected to meet increased competition by closing down small mills.

Central heating systems will sell increasingly well.

This table, based on retail price indices, gives a rough set of conversion factors for bringing values up to date. For example, if you bought a machine for £100 in 1931, for which year the conversion factor is 2.9, you would expect a similar machine now to cost, roughly, £290. The table will be amended to reflect appreciable changes in the index.

Year	Conversion Factor	Year	Conversion Factor
1913	= 4.2	1936	= 2.9
1919	= 2.0	1937	= 2.8
1920	= 1.7	1938	= 2.7
1921	= 1.9	1939	= 2.6
1922	= 2.3	1946	= 1.8
1923	= 2.4	1947	= 1.7
1924	= 2.4	1948	= 1.6
1925	= 2.4	1949	= 1.5
1926	= 2.5	1950	= 1.5
1927	= 2.5	1951	= 1.3
1928	= 2.6	1952	= 1.2
1929	= 2.6	1953	= 1.2
1930	= 2.7	1954	= 1.2
1931	= 2.9	1955	= 1.1
1932	= 3.0	1956	= 1.1
1933	= 3.0	1957	= 1.0
1934	= 3.0	1958	= 1.0
1935	= 3.0	1959	= 1.0

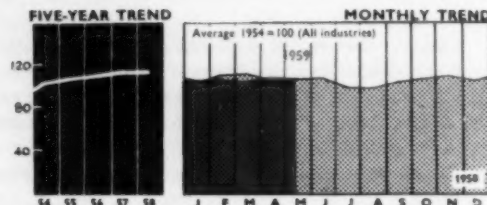
AUGUST, 1959

Guide to charts: This Year: solid, red. Last Year: dotted, black.
 Unless otherwise stated Five Year Trends are monthly averages, Monthly Trends are monthly actuals.

STATE OF THE NATION

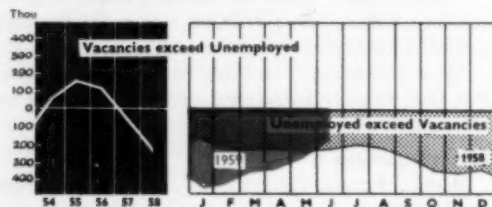
INDUSTRIAL PRODUCTION ▶

Industrial production is expected to continue steadily upwards. The seasonally unadjusted index shows a fall from 113 in April to an estimated 110-111 in May, but in the first 5 months of this year the adjusted index has been: 108, 107, 109, 110, 110-111. Emphasis is still on consumer goods although there are signs that activity is spreading back to the engineering industries.



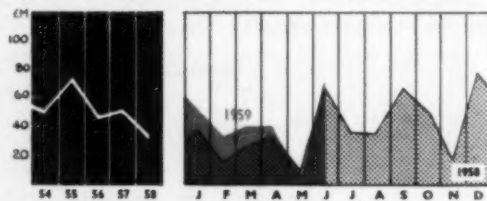
EMPLOYMENT POSITION ▶

Unemployment continues to fall and is now being matched by a rise in the numbers employed. In June unemployment fell by 67,000, while in May, the latest month for which figures are available, employment increased by 62,000. The number unemployed at June 15th was 413,000, 1.9 per cent of the employed population. The number working overtime is rising and the number on short time is falling. The decline in unemployment should continue, at a slower rate.



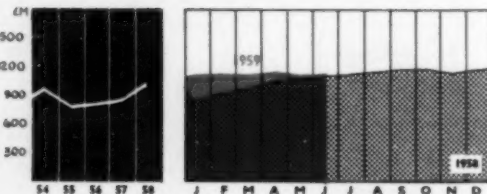
TRADE GAP ▶

Both exports and imports are likely to continue to rise, with the probability that imports will rise faster than exports, so that the trade gap will widen. In June the gap was £71m after being £1.5m in May, but something like this is expected at this time of year and is nothing to be alarmed about. The average excess of imports over exports for the first six months of this year was £37m against £29m last year.



GOLD AND CONVERTIBLE RESERVES ▶

The outlook for the reserves is reasonably good. In June they rose another £19m to £1,133m, a result which can be considered satisfactory for this time of year. The state of the reserves is a most important factor in determining the rate at which industrial expansion can proceed: there is so far no sign that there will be any need to restrict the present rate of expansion, but it is the autumn months which are critical for the reserves.

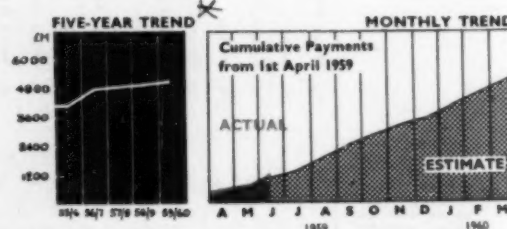


Imports in June were £321m against exports and re-exports of £260m. Balance of payments figures for the first quarter show a balance on current account of £78m (£170m in first quarter of 1958). Money flow: average daily bank clearings in June were £636m against £610m in May and £604 a year ago. Reserves: The U.K. has already paid its own contribution of £58m to the I.M.F. but the rest of the sterling area has not yet paid its contribution of some £40m, most of which will come from the reserves. The Midland Bank Index of business turnover was up 9% April-June compared with last year.

GOVERNMENT SPENDING

PAYMENTS FROM EXCHEQUER ▶

For the first quarter of the financial year ordinary expenditure 'above the line' was £1,194m against an estimate of £1,160m. 'Below the line' net expenditure for the first quarter was £149m. (Net expenditure 'below the line' for the financial year is estimated at £823m, offset by an 'above the line' surplus of £102m, leaving an over-all deficit of £721m.)

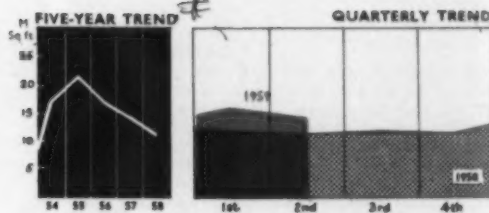


GUIDE TO THE CHARTS Most charts show monthly averages in the Five Year Trend and monthly actuals in the Monthly Trend. Exceptions are: (1) Payments from Exchequer—actual payments during last four financial years and estimated payments for current financial year, with estimated and actual payments for the current year plotted cumulatively on the monthly chart; (2) Factory Building Approvals and Home Building Starts—quarterly averages Five Year Trend and quarterly actuals in the Quarterly Trend; (3) Total Hire Purchase Debt outstanding and Gold and Convertible Reserves—the position at end of each year or month.

CAPITAL SPENDING

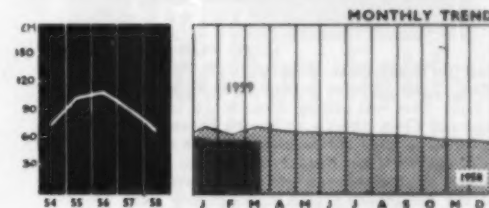
FACTORY BUILDING APPROVALS

Factory building continues on the whole rather better than expected. At 14.1m sq. ft. industrial buildings approved in the second quarter of 1959 are 30 per cent up on the second quarter last year. The total is 1.5m sq. ft. less than in the first quarter this year but the first quarter's figures were boosted by the inclusion of one large project—a new strip mill at Newport.



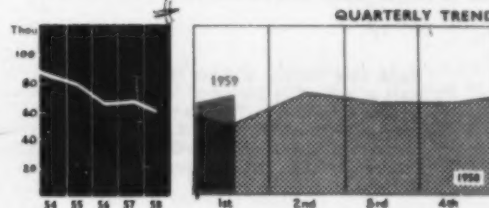
MACHINE TOOL ORDERS

The trade reports a great number of inquiries and some increase in ordering. The inventory position, however, is not yet liquidated and many orders can be met from stock. The President of the Board of Trade has held out hopes of fairly large orders from Russia. (Official statistics of machine tools are in process of revision but are at the moment rather behindhand, the latest available being those for March).



HOME BUILDING STARTS

The number of homes started building in the second quarter of 1959 should comfortably exceed the 74,000 started in the corresponding period of 1958, although no statistics are yet available. Demand for new houses seems unabated, and some builders can sell them before they are up. The shortage of bricks may hold up work in places, but some of the big builders are believed to hold adequate stocks. About 150,000 houses for private owners may be completed this year against 130,000 last year.

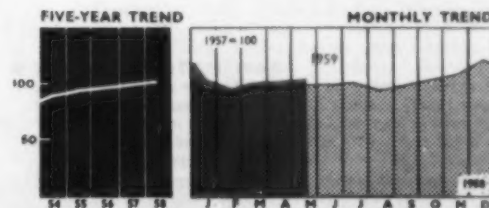


New orders obtained by contractors in the first quarter of 1959 were valued at £378m against £339m in the first quarter of 1958 and £329m in the last quarter. Of this, orders for new private housing totalled £101m the highest figure since the fourth quarter of 1956, the inception of this index. **New business of H.P.** Finance houses suffered a check in May, the index number of new business (July 1957 = 100) falling from 169 to 166. The index number of new finance house H.P. credit for commercial vehicles rose from 160 to 165; for farm equipment and tractors it fell from 137 to 108; and for industrial and building plant and equipment it fell from 180 to 155.

CONSUMER SPENDING

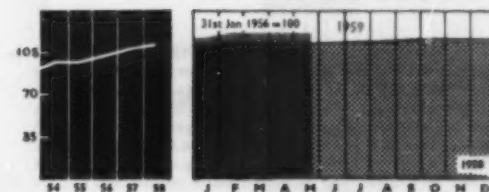
RETAIL SALES

The outlook for retail trade is good. June sales were up on June 1958 by between four and five per cent in value and almost six per cent in volume. Compared with a year ago sales in May were up: 21 per cent by footwear shops, 10 per cent by men's-wear shops, 17 per cent by furniture shops, 25 per cent by other durable goods shops, and 2 per cent by food shops.



WAGE RATES

The index of wage rates is unlikely to rise much this year, despite a claim for a 'substantial' wage increase on behalf of the 3m workers covered by the Confederation of Shipbuilding and Engineering Unions, and other claims outstanding. The index was 117 in June, as it was in February, March, April and May. The index would not be affected by a change in the number of hours in a normal working week.



Retail stocks, for four out of the first five months of this year, have been two per cent above the level of the previous year. After allowance is made for seasonal factors they are probably remaining roughly steady without any pronounced upward or downward trend. In the first four months of this year sales of gramophone records at £3.9m were 18 per cent down on last year. Area Electricity Boards Report that in the 12 months ended in May this year they sold, compared with the corresponding period last year, 94 per cent more washing machines, and 85 per cent more refrigerators.

CREDIT

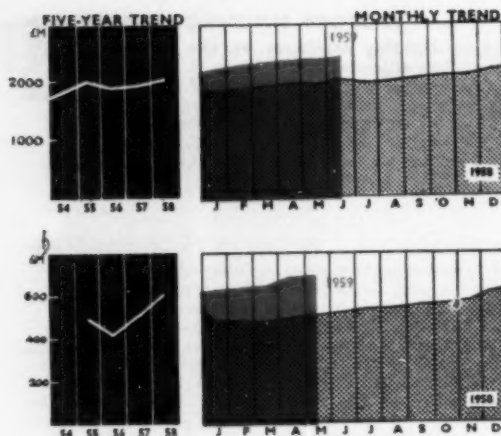
BANK ADVANCES ▶

Bank advances are growing and will probably continue to do so. In the four months ended in May 1959 the average increase was £76m a month, against an actual increase in June of only £23m., but the July increase seems likely to exceed £70m. The ratios of advances to deposits and of investments to deposits are now almost back to those which were conventional before 1939. Of total advances 18 per cent are personal and professional, and agriculture and engineering take a further 10 per cent each.

HIRE PURCHASE DEBT ▶

Hire purchase debt rose again in May, by £33m to £726m. The increase in April was £27m. Of the rise of 33m, £9m was owing directly to household goods shops and £24m directly to finance houses. Despite this, the index number of new hire purchase and other credit made available by finance houses to consumers fell slightly. But this is probably only a temporary check and the likelihood is that, over-all, new debt will continue to exceed repayments so that total debt will continue to rise.

Bank rate remains at 4 per cent and is unlikely to change in the very near future. The Treasury Bill rate stays at around 3½ per cent. In the U.S. permission is being sought to raise the present 4½ per cent ceiling on long term debt. The effect of this upon U.K. rates is uncertain but it seems unlikely that the long-term rate of interest in the U.K. will fall. The yield on Consols is 4.72 per cent, slightly below the 5.24 per cent on ordinary shares. Banks are approaching the point where they might be loath to sell more investments to finance advances, but Government borrowing policy seems likely to make more liquid resources available to them.



PRICES

RETAIL PRICES ▶

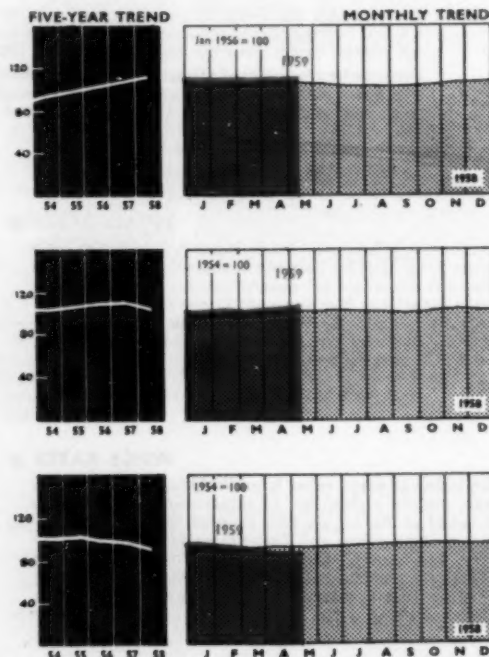
It seems unlikely that retail prices will rise very much this year although an increase in rail fares would put the index up a little. The index has been almost stable for eighteen months: it was 108 in January 1958 and 109 in June this year. In April and May the index actually fell.

RAW MATERIAL PRICES ▶

Instead of rising as expected, raw material prices have lately fallen. The index of basic materials and fuel used in manufacturing industry fell in June from 101.7 to 101.2, most of the fall being accounted for by falls in the prices of raw wool, rubber and copper. Raw cotton and zinc prices rose. The price index of total sales of all manufacturing industry was stable at 111.1 in April, May and June. The June figure takes account of the fall in steel prices.

TERMS OF TRADE ▶

The terms of trade are still favourable, but it must be expected that they will turn against us to some extent later this year. In June the indices of import and export prices remained unchanged at 97 and 109 respectively and so, therefore, did the terms of trade at 89. The terms of trade are the same now as they were almost 18 months ago although both import and export prices have fallen since then.



At the time of going to press the Financial Times ordinary share index stands at 231.7 after reaching a record point of 241.6. A year ago it was 175.6. The F.T. Commodity index stood at 81.37 against 81.69 a year ago (July 1, 1952 = 100). Index numbers of tramp shipping rates in June were 69.2 for voyage charter and 50.2 for time charter against 66.5 and 60.1 a year ago. Outlook for shipping: gloomy.



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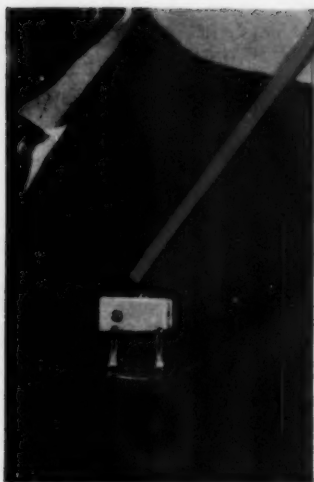
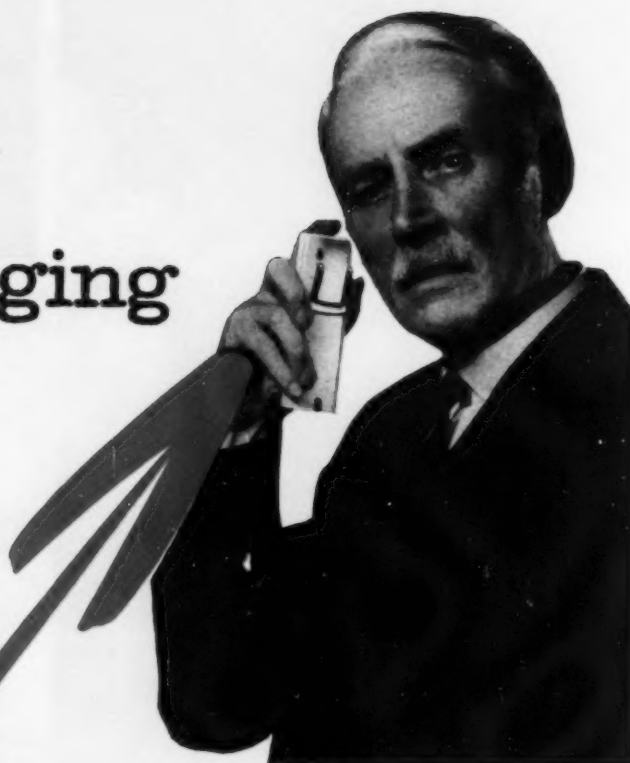


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South Africa gets ready for decimals

On February 14, 1961, South Africa will switch over to a decimal currency unit to be known as the Rand, equivalent to 10 shillings or 100 cents.

Barclays Bank D.C.O., with more than 600 branches in the Union, says that conversion of monetary machines will commence in October of next year. Up to February 14, 1961, the existing £ s d coinage will be the only official system in operation. Business houses, however, can introduce the new system in their internal accounting processes and schools can prepare new arithmetic books and courses of instruction.

The existing and proposed new coinage systems may for a time be in concurrent use until the machine companies have completed the gigantic task of conversion, says the Bank. The expense of such conversion is said to be in the region of £9 million and will be borne by the Government.

What would the introduction of a decimal currency system in Britain, at present being investigated, mean to the businessman? Many of the answers will be found in an article to be presented by BUSINESS next month.

Management will meet in Australia

The congress of the International Committee of Scientific Management (CIOS) to be held in various parts of Australia during February and March next year, looks like being one of the most successful in the history of CIOS. Delegations

are expected from all the principal nations.

There are two main parts to the congress—in Sydney and Melbourne. The theme of the Sydney meetings will be 'Management Methods in the Next Decade.' That for the Melbourne meetings will be 'Management in a Developing Country.' A particularly happy choice for one session is 'The Role of Women in Modern Management'—specially for the wives and guests of businessmen attending the congress.

Floating 'sausage' proves itself

A floating sausage—a long, plastic-coated nylon bag developed

'sausage,' which carried 40 tons. I.C.I. are to hold further tests.

A review of developments in floating and other containers appeared in BUSINESS, March, 1959.

Briefing the foreign-bound executive

Executives posted abroad should learn in advance as much as possible about the way of life, customs and attitudes of the people with whom they are to come into contact there. Courses held by Oversea Service do not only this, but tackle the personal problems of adjustment which inevitably affect a man's work.

The courses welcome wives and fiancées. They take the form of study groups, films, and talks, supplemented by questions and answers. The talks are given by nationals of the country concerned and by executives recently returned, often on leave. Each course deals with one country or area. About 20 attend at a time. There are follow-ups by introductions abroad and personal correspondence.

Oversea Service is non-profit making. It is supported by many firms. A seven-day residential course costs 25 guineas.

U.S. women are keen investors

A recent census of stockholders, made by the New York Stock Exchange, shows that the total number of shareholders in American public corporations almost doubled in the last seven years from 6½ million to 12 million. And

Next Month

- Decimal accounting—we made it pay.
- We cracked costs by budget control—report from a Glasgow firm.
- Will the secretary survive in the 1960s?

ON SALE—SEPTEMBER 2

for the cheap transport of liquids and powders was recently successfully towed across the North Sea and back. The experiment was carried out by the Heavy Organic Chemicals Division of I.C.I. The towing speed was about 7 knots. Seas up to 9 ft. high threw the tug about but did not affect the

during this period the women have outstripped the men—there are 11 women shareholders for every 10 men. Moreover, the women have recently been increasing their lead. There have been more than five women buying shares for the first time, to every four men.

What kind of people are they? The women hide behind the term 'housewife.' But more is known about the men. The greatest rate of growth has been among the managerial and professional groups—more than a quarter are shareholders. Clerical and sales come next, with over 13 per cent. Less than three per cent of operatives and labourers own shares.

It might thus appear that the widening of share ownership must become a very limited movement, if it cannot catch the imagination of the mass of 'working' people. This is not the case: the working people are not such a great mass as they used to be. Peter Drucker showed in his B.B.C. broadcasts last autumn that on the other side of the Atlantic they are no longer the biggest group in the employed population. The managerial and professional group, if one includes foremen, are now the biggest class. So the possibilities for widening share ownership are bright.

Computers—is it still 'wait and see'?

When British computer men got together at Cambridge recently there was some frank speaking. The conference was organized by the Computer Society. About 330 attended, compared with 140 at a similar conference ten years previously.

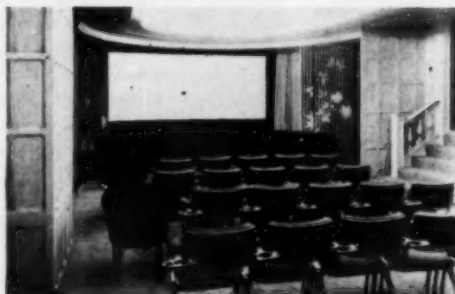
J. A. Goldsmith, of a firm of computer accountants, did not mince words. Work, so far, on larger machines, had been unambitious. Achievements were disappointing, compared with the effort put into installations. And users often found that the cost of transferring routine work to them was greater than estimated.

The reasons are not far to seek—and the fault does not rest with

PEOPLE PRODUCTS PLACES 1



KNIGHTED in the honours list were Leslie Gamage (right) chairman, G.E.C., and W. G. N. Walker, joint managing director, Jute Industries Ltd.



NO WIRES, ugly equipment, or clutter in the May Fair Hotel's cinema. Yet there are facilities for closed-circuit TV as well as ordinary film-showing.

ULTRASONICS are of vital importance in a wide range of applications.

Republic Aviation Corporation, Long Island, use an ultrasonic gauge to check the thickness of aircraft spar caps—the only way of doing this quickly.





**IN
or
OUT-**

they are all using their Minifons!

The Managing Director is in America. He can record conferences and important interviews, his reports and personal instructions, and air mail the recorded spool back to Head Office for transcription.

The Sales Director is at a conference. He is taking verbatim minutes simply by having a Minifon on the table, his secretary is typing letters dictated earlier—on a Minifon.

The Eng'neering Director is touring the factory. He makes notes of administration problems, production or staff difficulties as he goes, with his Minifon, it's as accurate as his thinking.

The Sales Manager is out touring a sales territory in his car. He has his Minifon with him, ready to record notes and interviews on the spot, he adds his comments in the car. No time wasted in writing notes.

All of them can make and keep a complete record of important details—any time—anywhere...

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*The world's smallest, lightest and
most reliable dictation recorder*

The Minifon is small enough and light enough, (only 2 lbs.), to slip easily into your pocket or briefcase. You can use it anywhere—any time—it's self-contained and battery-operated—in the office it can be used with a special mains adaptor. If you want it—it can take hours of recording.

World-wide facilities for service, spares and maintenance.

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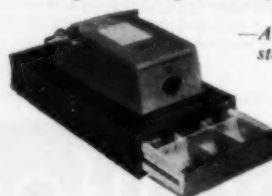
Quick, simple, foolproof

That's the Primus Register for you—the most straightforward and reliable register available. For quick handwritten records like works orders, delivery notes, goods inwards, stores requisitions and sales chits it is invaluable.

- ★ **Built to last.** We know of several Primus Registers that have been in use over 30 years.
- ★ **Simple mechanism.** Repairs are rare.
- ★ **Quick and easy loading.** Anyone can do it after being shown once.
- ★ **Automatic carboning.** Copies are always clear and distinct.
- ★ **Up to 5 carbon copies** with all models.
- ★ **Up to 300 sets of forms** in triplicate from one loading. Up to 150 sets in sextuplicate.
- ★ **One copy automatically locked away** in

sealed compartment as an infallible check on all transactions.

- ★ **Made in 3 sizes** to take forms 6 in. x 4 in., 8½ in. x 5½ in. and 8½ in. x 8½ in.
- ★ **Primus Continuous Stationery** for use in the Register designed for your particular needs.



—Also available fitted with strong metal-lined wooden cash till.

Portable Model. A smaller version of the Standard Model. Easily carried. Identical performance except for locked copy.



Please write for leaflet giving full details.

PRIMUS
Registers

The Primus Register has been chosen for display by the Council of Industrial Design and may be seen at the Design Centres in both London and Glasgow.

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computers or their makers. There is still too big a gap between top management and their computer men. Mr. Goldsmith believes that it may be five to ten years before computers play their full part, instead of being advanced accounting machines.

Meanwhile many potential users are waiting to see how others get on with their installations. And others hesitate to buy for fear their models become out of date owing to the rapid development that is taking place.

Non-standard goods should be dearer

Speaking at the recent conference of standards engineers in London, Lord Halsbury, president of the Institution of Production Engineers, said that standardization provides us with a collective defence against the insidious infiltration of unwanted variety.

It was typical, said Lord Halsbury, for 30 per cent of a company's products to be non-standard and costly to produce. Yet often these goods yielded only a trifling part of the company's turnover. Firms should double the mark-up on these non-standard goods so as to discourage buyers, he argued.

From E. H. Williamson, Standards Engineer, The Distillers Co., came the well-received suggestion that newcomers would benefit from a six-months' training period in an established standards department of some other company, or at the British Standards Institution.

Biggest B.E.E. for N. Ireland

The biggest-ever Business Efficiency Exhibition to be held in Ireland—only the second to be held there by the Office Appliance and Business Equipment Trades Association since the war—will open at the King's Hall, Belfast, on October 12.

Occupying 17,000 sq. ft. of stands will be nearly 50 manufacturers. The exhibition will be one of the largest the association has held outside London, where its

AUGUST, 1959

PEOPLE PRODUCTS PLACES 2



SPASTICS can work like normal people. Derek Bish, trained at Sherrards Centre, Welwyn, is the 100th to be placed in employment. He works at Hoyt Metal, London.



MINIMUM HANDLING and packaging, as well as maximum speed, were the reasons why Racal Engineering, Bracknell, chartered a B.O.A.C. Stratocruiser to take £73,000 of communications equipment to Canada.



FLOOR of Remploy's new Swindon warehouse is at the level of a lorry's tailboard. This speeds loading and unloading. Glass-panelled control points in receipt and dispatch enable operations to be closely supervised.

ADDO-X



Let's be factual about this . . .
 why, amongst all the adding/listing
 machines in the world, do more
 businessmen choose ADDO—
 and why should *you*?

The fact is . . .
 the ADDO and ADDO-X range of full or
 simplified keyboard machines is the
 largest in this country. What's so good
 about that? Firstly you needn't spend
 weeks searching for that one machine to
 do *your* job. ADDO have it. And when you
 want a second, third and fourth machine
 for other work you can *standardise* on
 ADDO—with all the advantages of
 combined service, interchange of
 operators, and low upkeep costs. This is
 the businesslike kind of arrangement in
 which ADDO excels—and naturally its
 standard of work is as high as they come,
 or how else could it hold its dominating
 position in this competitive business
 world! You will also see the ADDO name
 on some fine accounting machines—
 and on the precision printing units in
 electronic computing and data
 processing equipment.

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biggest-ever ended earlier this year. The exhibition will continue until October 17, the day after the opening of the Paris exhibition at which several of the firms are showing, so that in fact Belfast will be getting a preview of some of the new equipment which would otherwise have made its debut there.

How much does labour turnover cost?

Many companies spend a great deal of time analysing the cost of things like machine breakdowns and so on. Few, if any, bother to cost labour turnover.

Yet this can add up to 10s. per week to the wage cost of each man on the books, as shown in *The Cost of Labour Turnover*.^{*} The cost has a bearing on redundancy — companies faced with redundancy problems would do well to examine it when deciding whether to keep workers on the books during a slack period or to discharge them and face the risk of having to recruit more in a few months' time.

The investigation was carried out by arrangement with the Board of Trade.

^{*} British Institute of Management, 17s. 6d.

Factory site with airport 'on tap'

Looking for a new factory? Many parts of the country are trying to attract you. And one area which offers unusual advantages is Shannon Airport. Here they are: no taxes for 25 years, floor space at 1s. 3d. a sq. ft., non-repayable grants for machinery and staff training, and all the facilities of an airport on the doorstep.

Eleven international airlines call regularly at Shannon, making the collection of raw materials and the dispatch of finished goods as simple as possible. There is literally an aircraft at the end of the packaging line!

The Shannon Free Airport Development Company are at present developing 250 acres on the edges of runways for factories.

Strategic Alliance

WHILE Frank Cousins has been in the centre of a first-class political controversy, Frank Foulkes, president of the Electrical Trades Union and this year's president of the Confederation of Shipbuilding and Engineering Unions, has been forging a new alliance of trade unions. His plan is that the 40 unions of the Confederation, the electrical unions, and the National Union of Mineworkers should programme the presentation of their demands.

► **Claimsmanship.** It has long been believed, particularly in America, that any year's batch of wage settlements are very much influenced by the one settled first.

The new alliance will try to ensure that this is the one which stands the best chance of success. The engineers and electricians are currently in a much stronger position than the miners, and it is the engineers, who, through the confederation, are to present an immediate claim for a 'substantial' but unspecified wage increase, and a 40-hour week. The executive of the N.U.M. have been left free to choose their own time to submit their claim. Later on, it is hoped to bring in the National Union of Railwaymen.

► **48:37½:40.** The number of hours which manual workers contract to work averages between 44 and 45, although because of overtime they usually work about 48. Clerks work something like 9.0 to 5.30 with an hour for lunch, five days a week—37½ hours in all.

The Confederation of Shipbuilding and Engineering Unions are to present an immediate claim for a 40-hour week, and the executive of the National Union of Railwaymen have been instructed to do the same. Part of the printers' claim is for shorter hours. Whatever the outcome of these

particular claims there is little doubt that before very long the 40-hour week will have come to stay. After that, the next step will be for an early finish on Fridays. M.P.s set a good precedent here.

► **The fringe on top.** What do fringe benefits cost? In a booklet *Labour Relations and Working Conditions in Britain* is a table showing employers' expenditure on fringe benefits in a number of industries, expressed as a percentage of total cash remuneration. In shipbuilding and ship repairing, for instance, it works out like this: national insurance, 2.5 per cent; pension schemes, 1.4; accidents, 0.4; other social security contributions, 0.2; subsidies (canteen, sports, etc.), 0.4; other payments, 0.4; total, 5.3. Average cost per employee per year £31. Elsewhere, the average expenditure per employee ranges from £24 in boot and shoe manufacture to £63 in coal-mining.

► **Shops open and unclosed.** The Transport and General Workers' Union rejected by a large majority a resolution calling for a closed shop. The Ford Motor Company have signed an agreement with their unions under which Fords will not actually require an employee to be a union member but will suggest to him that it might be a very good idea.

► **Productivity—U.K. v U.S.** Up to 18 months ago, productivity per worker in the United Kingdom was just about keeping pace with that in America, according to a report issued by the O.E.E.C. and the Department of Applied Economics at Cambridge University. Average output per American worker was 2.2 times that of a British worker in 1957, against 2.1 times in 1950. But such evidence as exists suggests that since 1957 Britain may have lost more ground to America. END

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★ Only the Blick Range offers **ALL TYPES**
 at terms to suit **ALL POCKETS**
 with service to satisfy
 thousands of users



Model S1

BLICK CARD-SYSTEM RECORDERS are ideal for clocking hourly-paid workers. They can be supplied in either wood or metal cases; electrical or mechanical; to print one or two colours — automatically or by depression of a handle; for set in-out times or to cope with overlapping in-out times.

Time recording presents many complex problems, but the Blick Range is so flexible, versatile and adaptable that it can solve every one, whether your works or office is small, large—or vast.

That is why tens of thousands of Blick Time Recorders are in use all over the world. That is why it is well worth while getting in touch with Blick before you buy any kind of Time Recorder.

All Blick models are available on very attractive rental terms—for ten years, five years or short periods to suit individual requirements—or for outright purchase.

An enquiry now will bring you—after careful study of your needs—the answer to your problem, and will cost you nothing.

BLICK TIME RECORDERS LTD

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MANAGEMENT AT WORK

IDEAS AND ACTIONS OF PROGRESSIVE FIRMS



Disc is part of this sales kit . . .

A CHART, DISC and six booklets make up the kit which helps thousands of Standard distributors all over the world to sell the Triumph Herald. In this way **Standard Motor** ensure that the essential virtues of the car are given to the customer in the same simple, direct way, whether the sale is in London, San Francisco, or Adelaide.

The chart is of the flip-over type, suspended from the back of a chair or any other fixture. The disc is L.P., lasting about 20 minutes, recorded by a Standard instructor. The booklets amplify the basic details in chart and record. All are provided free by Standard.

This is how it works. The salesmen gather round the record player in front of the chart. As the instructor comes to a new feature of the car the chart is flipped over to show what he is talking about. This combination of ear and eye helps the lesson to stick.

Of course this is only a small part of the Standard sales training programme. But it is essential for getting over the selling points of a new model when time is at a premium.

But they prefer a tape recorder

A SALESMAN'S VOICE and the way he uses it can mean the difference between no sale and a happy customer. That is why P. R. Lunn, sales training executive of **Allied Ironfounders**, regards a tape recorder as essential in the training of **Aga Heat Ltd.**'s salesmen.

The main use of the recorder, a Grundig, is to show the importance of giving the voice the natural light-and-shade tones which distinguish a con-

EAR AND EYE training (left) are combined in Standard Motor instruction method—a record-player together with a flip-over chart.

VOICE TRAINING for Aga Heat Ltd.'s salesmen is made possible by a tape recorder (below) which highlights hesitation, dullness and clichés.



vincing from a dull sales story. It ruthlessly highlights nervous mannerisms, hesitations and clichés—enemies of fluent sales talk.

Without warning a trainee may be asked to record a 2-minute speech on any subject. Then he gets time to prepare a 4-minute speech, which is also recorded. The playback shows him the value of preparing even a simple story.

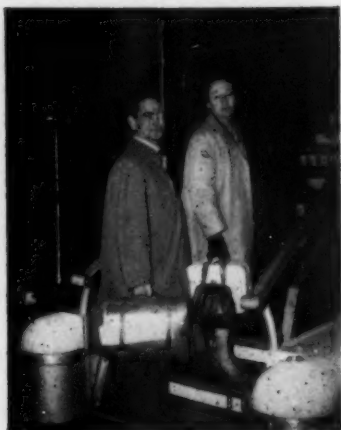
Much of the training is in agents' showrooms up and down the country. Salesmen have to give demonstrations involving simple cooking, while giving a persuasive account of the cooker's virtues. The recorder gives an 'audience effect' which is of great value for rehearsals.

How O and M pays its way

INVESTMENTS in organization and methods sometimes take a long time to return their full dividend.

Glasgow Corporation estimate that their O and M department is saving £170,000 each year. In 1953, T. R. Bruen was seconded from the Treasury; he and his staff have been carrying out systematic research into the Corporation's organization. His last report, in 1956, estimated a saving of £56,000 after a survey of ten departments. The present figures of £170,000 in 17 departments is thus a major advance.

Over £60,000 per annum is being saved by mechani-



FLYING OUT is W. T. Hale, sales director of Thomas Marshall & Co. He hopes to open up a big market in South America for their bricks—special refractories for furnaces and refineries.

FLYING IN are Hoover's top European salesmen—42 from seven countries who went to the races at the company's expense. This was a prize for their salesmanship.



zation of transport department accounting, which is taking five years. Over £60,000 each year is being saved on the work of the architectural and planning department.

Calculator solves overwork problem . . .

OVERWORK AMONG STAFF at a Birmingham timber importers was solved—by buying a small calculator. Here is what happened.

Rapid expansion of **V. A. Luck** caused drastic overwork in the office. A new girl was needed—perhaps two; but possibly efficiency could be

increased instead. The managing director visited a local Business Efficiency Exhibition.

Instead of hiring a girl, the company bought a calculator. Result: although the business has continued to grow, no more clerical staff has been recruited. Work on the calculator is faster, more accurate; has left the staff more time for personal dealings with customers. Business has improved.

The staff concerned had never used a calculator before. Figures for invoicing and costing were worked out with pencil and paper. These calculations were complicated because the company imports four different classes of timber, each measured in a different way, some in several ways.

With only vague ideas about a calculator, the managing director had envisaged a large, clumsy machine. By the time he left the exhibition he had arranged to have on trial an electric semi-automatic calculator little larger than a telephone.

The clerks mastered the elements of the machine after two hours' tuition. The machine, a Monroe model, was enthusiastically received; six months later the company bought a second one. Total cost: £145 each—less than one clerk's annual salary.

And one in import pricing too

IMPORTING SCARVES from Italy for the British market might seem a fairly straightforward business—except for the arithmetic involved. The Italians price their goods at lire per square metre; they must be costed by the importer in sterling per square yard.

Doing these calculations with pencil and paper for payments and invoices kept **A. Rea & Company**, London, extremely busy—and they had plenty else to do. Figures were mostly worked out by the hard-pressed office supervisor.

Advent of a small automatic calculator has greatly eased this load. The calculations, in common with those for all kinds of commercial transactions, boil down to simple multiplication and division. Using a fully automatic calculator, they are now carried out by push-button at high speed.

Variety reduction means savings all the way

DIVERSITY OF PRODUCTS reduced from 1,500 to 230 in five years—that was the story which Bertram White, managing director, **A. Boake Roberts and Co.**, told a conference of standards engineers. And the fact that Boake Roberts manufacture industrial chemicals should help overcome the curious idea that variety reduction is for engineers only.

Elimination began with an examination of each product's annual sales value—all items selling less



What if our place went up? Factory destroyed, records lost, production stopped! What ought we to do?

A.F.A. Automatic fire detection systems, installed by the prudent owners of many hundreds of buildings throughout the country, have stopped, at their source, 48 dangerous fires during the last 12 months!

A.F.A. Automatic detectors call the Brigade before the fire becomes serious. Their reliability, backed by over 60 years' experience and a country-wide maintenance service, has won high praise from Fire Officers. A.F.A. installations qualify for appreciable fire insurance rebates. Write today for illustrated booklet on the most reliable system of fire protection:—



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AUGUST, 1959

21

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EVEN GREATER COMFORT
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THE TAN-SAD CHAIR CO. (1931) LTD. Lincoln House, 296-302 High Holborn, London, W.C.1.

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BUSINESS

The accent is on Youth



30-YEAR-OLD Inge Roeder is to visit America to study retail methods. She is export manager of a Tottenham bag firm. Her trip is sponsored by the Dollar Exports Council.

29-YEAR-OLD A. M. Moat is the new commercial manager of Servomex Controls, Crowborough. Studied economics at Cambridge; is a member of the Institute of Cost and Works Accountants.



33-YEAR-OLD C. P. Speedy, Ph.D., is appointed to the board of Lion Electronic Developments. Is an expert in the application of electronics to data processing.

than £100 were thrown out; lines showing signs of 'withering' went too. Sometimes this meant discarding entire ranges of products. Ruthless? Not quite, because arrangements were first made with other firms to supply disappointed customers.

And here are the advantages. Number of orders cut by half, but value doubled. Salesmen get a chance to sell instead of being catalogue carriers. Longer production runs but less specialized plant.

AUGUST, 1959

Research, concentrated on fewer projects, is more likely to bear fruit.

Materials handling the modern way

PALLETS AND CONTAINERS cut handling time, as is well known, but the savings are multiplied when they are used in a building designed specifically for them and for the trucks that lift them.

This is demonstrated by a new cold store opened in Grimsby by **Northern Cold Storage**. Fork trucks and pedestrian lift trucks are used throughout. With them, one of the new British Railways' containers, with a capacity of 4 tons, is unloaded in five minutes. Each truck can lift 2 tons at a time and stacks to practically the full height of the single storey building.

The store, which is used by firms like Birds Eye Foods, Findus, and Mac Fisheries, maintains a temperature of about -20 deg. F. but this does not affect the trucks' efficiency.

Luxury facilities for foundrymen

THE SOCIAL REVOLUTION was never more clearly demonstrated than by the recent installation of de luxe hygiene facilities for the 180 foundry workers at **Worthington-Simpson**, Peterborough. The equipment, which cost £10,000, is far better than most companies provide for their top executives.

Of course, foundrymen normally get fairly grubby—the process, with sand and fumes everywhere, is



SPACE-SAVING by fork-trucks, which stack to full roof height (See 'Materials handling' story above).

**This firm* has found
THE BASIC ANSWER
to increased productivity
without capital investment
WHAT ABOUT YOU?**

When all's said and done, the success of your drive for Increased Productivity and Reduced Costs depends upon the *frame of mind* of the people who work for you. Even without physical or mechanical improvements, productivity can be raised—provided that your employees *want* to raise it.

This may seem a simple problem of management/labour relations. In fact, it's probably the most fundamental and the most difficult task that has to be solved in Industry today—but *also the most rewarding!*

The Industrial Motivation Service offered by Tannock & James Ltd. is designed to increase co-operation, teamwork and *results*. On the one hand it makes for improved understanding of your problems by those 'on the floor.' On the other, it helps your employee to realise that *you, too*, are working for his prosperity and security.

Although this is a comparatively new service, already a large number of firms (large and small) in different industries, are using it. Many of them have already reported striking results. Production and sales are up, costs and wastage reduced . . . above all, *enthusiasm* and *interest* has been increased! And all this at a cost of only *1d. per man per day*—a mere fraction of the savings it brings in increased productive capacity.

In all probability, you already have many of your own ideas on man management successfully working. This service in no way cuts across them—on the contrary, it is flexible enough to fit in with them and at the same time to give the whole operation a sound and solid basis.

We shall be glad to give you fuller details of this Service—and what it can do for you—if you will write, or phone . . .

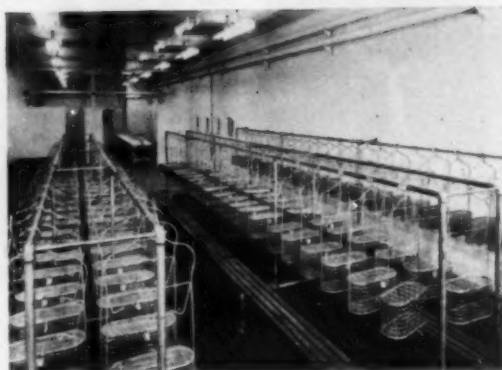
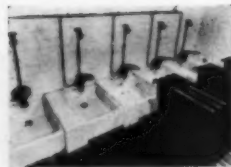
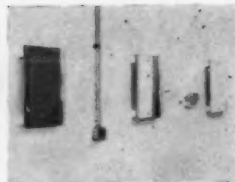
**TANNOCK
& JAMES LTD.**

49 CONDUIT STREET · LONDON W.1
TELEPHONE: REGENT 7300



Bowyers (Wiltshire Bacon) Ltd., of Trowbridge, have only been using the T & J Service for three months. In this time, productivity has increased by 2-3 per cent and manufacturing and distributing costs have been appreciably cut.

A British Service to Industry



SHOWERS, FOOTBATHS — and facilities for electric razors, as well as lockable containers for clothes. These are foundrymen's new facilities at Worthington-Simpson, Peterborough.

generally dirty. But not here, with special extraction of fumes and dust. And how many employees, however exalted, can claim all this?

Sockets for electric razors; showers; lead-light mirrors; water at a constant 110deg. F; footbaths; and padlocked baskets for travelling and working clothes. The union men who inspected the facilities were impressed. A pilot scheme ran for a few weeks to discover possible difficulty, but staggered hours help to prevent this.

Hand-in-hand with the welfare provisions went the mechanization of all the heavy foundry jobs.

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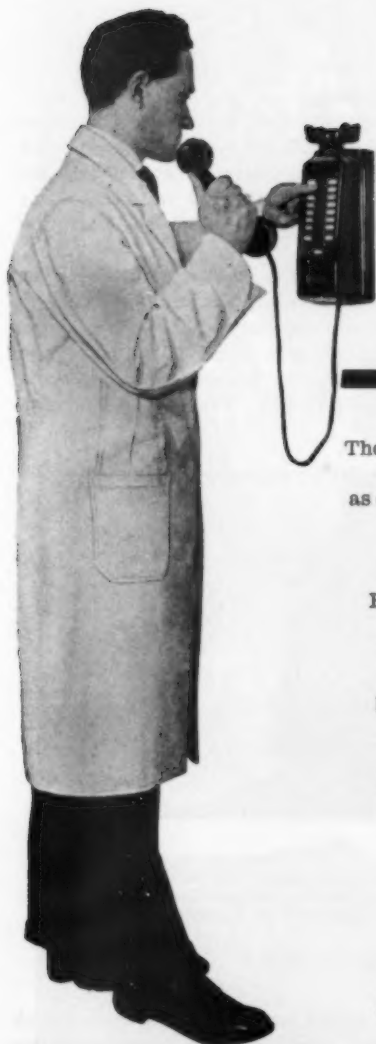




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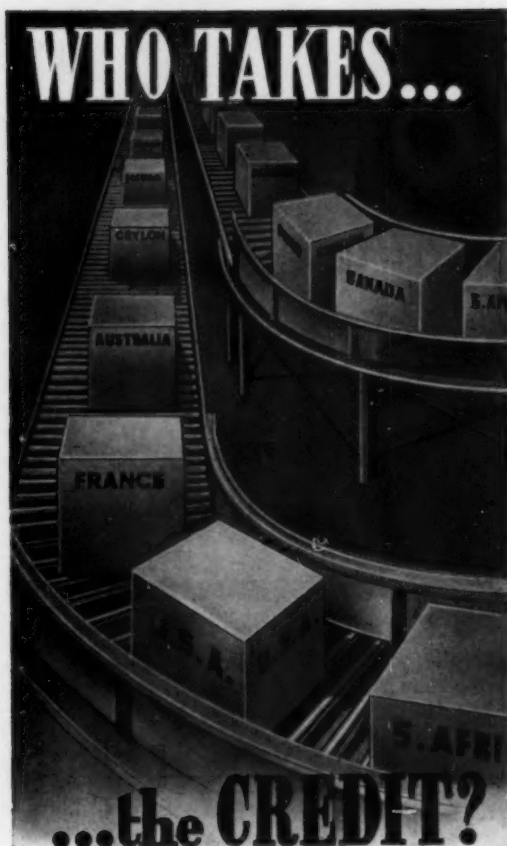
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not heavy enough in themselves to hold the mouth of the sack open.

Erinold, Stroud, had just this difficulty in packing the pellets they produce for plastics moulders. Fed from hoppers, they were too light to force the paper sacks open. A Wolf electric blower, mounted on a simple trestle, is the answer. In a second it inflates the sack, which retains its shape even after the unit is switched off.

Catalogue that points the way

REVOLUTIONARY FEATURES of a new catalogue are: use of an international system of classification and coding; format conforms to an international standard (in this case A4); and any section can be removed and filed with other manufacturers' literature.

The firm, **Universal Asbestos Manufacturing**, building material producers, believe that the best way to have their catalogue used by architects and builders is to make it easy to use. Loose leaf design enables it to be kept up to date. New pages will be circulated with U.A.M.'s two-monthly Information Bulletin.



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Pilferers can't move these nails

SPOT WELDING of nail heads in packing cases—which is quick and easy—may cut heavy losses in pilfering from cargoes.

British Oxygen Gases investigated this new use for spot welding after one large Birmingham manufacturer reported large-scale pilfering of goods from packing cases shipped to African markets. Bound with metal strips and nailed, they were being opened, pilfered, and closed up without trace of interference.

B.O.G. advised Argon spot welds to join the flat-headed nails to the binding metal strip. This makes it

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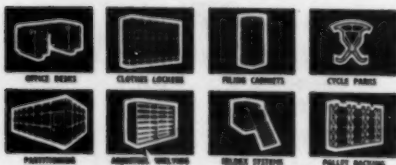
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impossible to remove the nails or binding without obvious signs of interference.

Helicopter speeds contracting work

EXECUTIVE AIRCRAFT are run by more and more companies. Now John Laing and Son have taken on charter a four-passenger Westland Widgeon helicopter, which will be used by directors and senior executives visiting building and civil engineering projects throughout the country.

This follows the successful use of a helicopter by the company in connection with construction work on the 55-mile southern section of the London-Yorkshire Motorway. It is the first time in this



country that a helicopter has been chartered for continuous use by a firm of building and civil engineering contractors.

The helicopter operates from the company's sports ground at Boreham Wood, Hertfordshire, but is based at Elstree aerodrome. It is operated and maintained for Laing by Film Aviation Services, who are developing this form of executive transportation service in this country.

Recorder may take blueprint's place

COMPLEX ASSEMBLY OPERATIONS may be made easier and more accurate by a method being investigated by Dictaphone, Acton, London. Developed by their American associate, the method is claimed to increase production by up to 100 per cent.

Basic idea is simple. It consists of transmitting taped instructions from a central point to each worker. He does not have to take his eyes from the work. The tape gives him step-by-step instructions, pausing to allow him to carry them out.

Method is not quite so simple and needs to be polished up. A tiny receiver is attached to the belt of the worker, and an ear-piece is attached. Possible uses would be in the electrical industry, where workers may have to follow intricate wiring diagrams.

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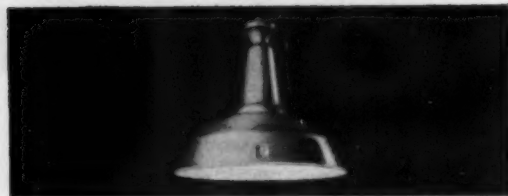
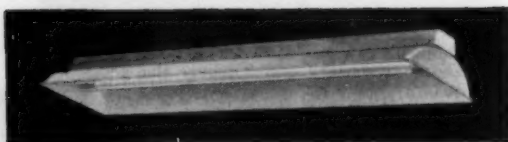
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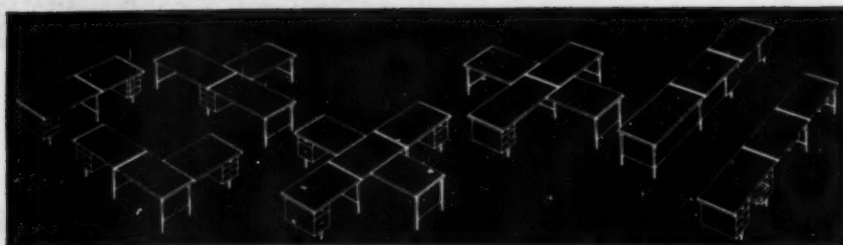
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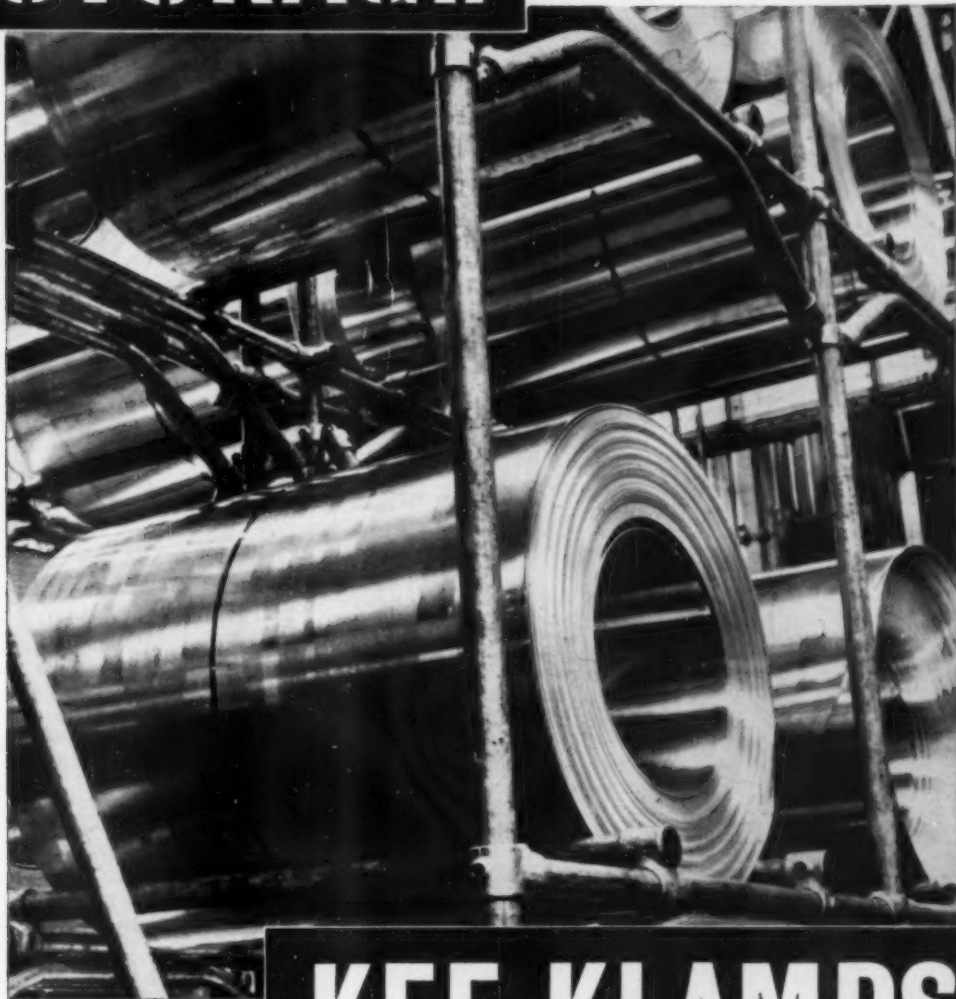
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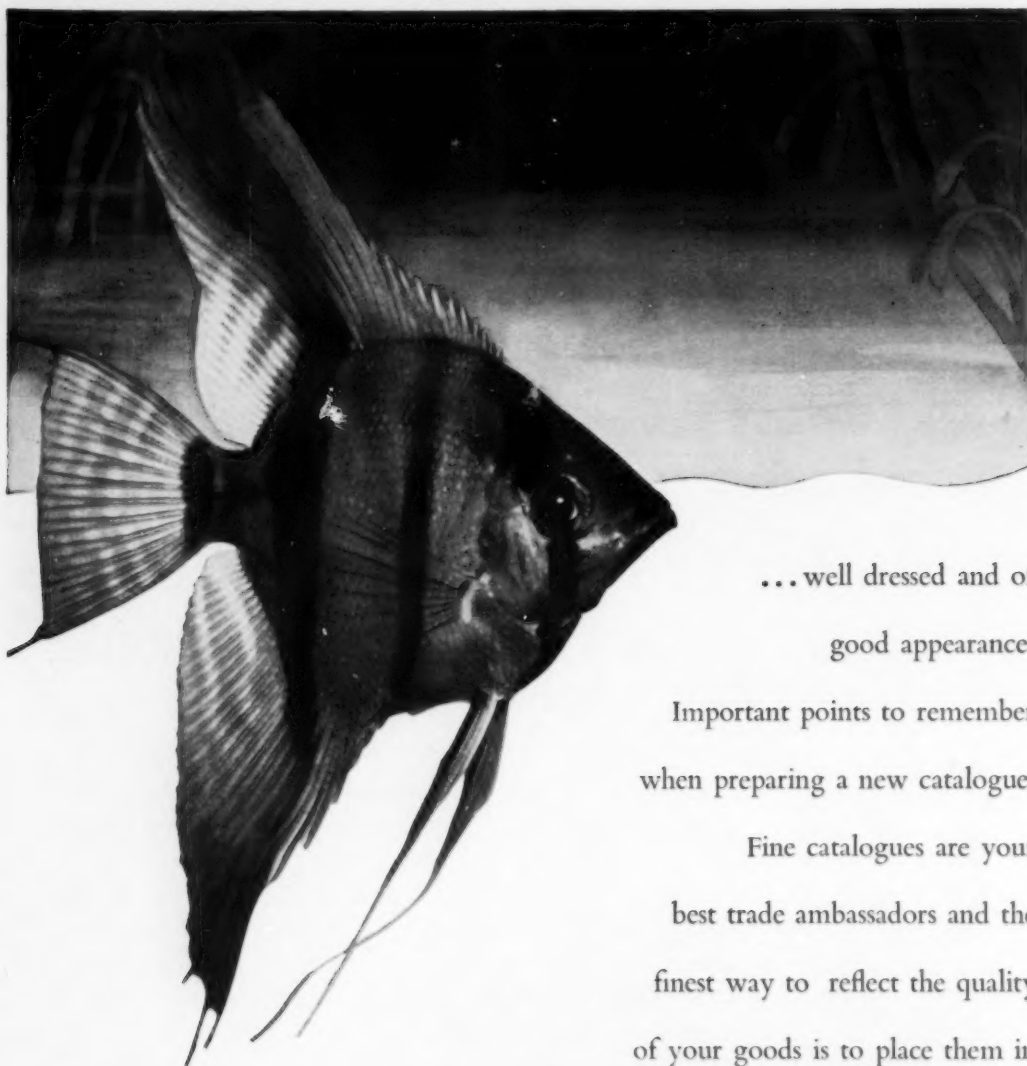
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Group P consisted of men who were successful in securing appointments against strong competition. The posts were not typical, as they were chosen deliberately as a sample of jobs carrying relatively low salaries and low age specifications. In each case the personal qualities and qualifications sought were of a high standard.

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Group Q included all applicants for one particular appointment at a fairly senior level—General Manager of a medium-sized engineering company. Here the average age was 48 and the salary £3,250. All were already holding senior appointments in industry.

During a detailed investigation both groups were asked:

ONE: *Apart from more money why does this post attract you?*

TWO: *Given a good deal more*

money how would you spend it?

As the table above shows both groups, in approximately equal proportions, show a marked desire for greater opportunities to make use of their ability, knowledge and experience *but not necessarily at a higher level in the executive hierarchy*. The significance of this reaction is that the feeling of frustration which it implies was evidently as strong, if not stronger, among the more senior men.

Then, again more or less equally in each group, comes the quest for greater power. The 'also-ran' in both groups—but with the younger men twice as keen as the older—was the wish for *eventual* recognition with emphasis on adequate rewards for work well done, security and prospects. On the whole, this suggests that executives

		AGE 34	AGE 48
Average Salary Offered		£1650	£3250
Rank of New Job		P	Q
General Manager	Chief Executive	—	100%
Departmental Head	Senior Executive	50%	—
Middle Manager	Executive	50%	—
Apart from the money why are you moving?			
Greater scope		50%	55%
More power		30%	33%
Better prospects and security		20%	10%
What will you do with the extra money?			
Improve family's standard of living		60%	35%
Satisfy personal ambitions		20%	45%
Provide for children's education		20%	20%

Table 1. Press Advertising Analysis

Job Classification	1 General			2 Production			3 Sales			4 Research			5 Administration		
	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C
Quarters	x y	x y	x y	x y	x y	x y	x y	x y	x y	x y	x y	x y	x y	x y	x y
Totals	27 44	66 73	23 76	14 6	129 136	531 506	16 48	102 129	105 151	10 8	68 81	714 826	12 9	64 77	260 234

Number of advertisements classified: Quarters at x, total 4,393, average 2,197
Quarter y, total 2635

Table 2. Sample Company Survey

Job Classification	1 General			2 Production			3 Sales			4 Research			5 Administration		
	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C
Quarter	x y	x y	x y	x y	x y	x y	x y	x y	x y	x y	x y	x y	x y	x y	x y
Internals	—	15	—	—	5	—	15 10	55 60	10	—	5 10	55 60	—	15	—
Externals	— 30	5 10	—	—	— 20	15 20	—	5 10	55 120	—	5 20	35 40	5 10	—	30 30
Totals	20	30 10	—	5	15 20	70 100	10	10 20	110 200	—	10 20	55 70	5 10	15	40 70

Number of companies reporting: Quarters at x, average 16; Quarter: at y, 23.

on the move are not so much concerned with status or with long-term safety-first incentives. They want the challenge—and the rewards—of being more severely tested NOW. Is this a virtue? Their new employer would say so, for an adventurous spirit is among the qualities he professes to be seeking. And their former employer? In his view, 'shortsightedness' might be a better word. But then, as he stops to think, he may wonder—*whose?*

A less consistent pattern is revealed by the answers to how the money would be spent. Here the majority of the younger group are clearly most concerned with paying the mortgage and making life easier for their wives. In the older group, their homes well established, it seems that the time has come for many to chase more personal whims. But few of the long-cherished ambitions revealed in the replies were grossly self-indulgent. Above all was the desire to own or buy a share in a business—revealing once again the urge for

freedom to exercise personal skills and talents.

The more cautious had their eye on judicious investments, in property or on the Stock Exchange, as a safeguard against ill-health and old age. A few wanted to travel. Finally, one man in every ten had a good cause which he considered to be in urgent need of support—an elderly relative, a friend or, in several cases, a charity. And one man in five, in both age groups, wanted to spend more on his children's education.

It would be rash to draw any firm conclusions from this limited inquiry, but the results provide three questions for employers of valued executives to ask themselves:

- 1—As so many executives feel their talents are not being fully exploited, could we not delegate more responsibility to the younger men?
- 2—As younger executives tend to be hard-pressed financially,

EXECUTIVE JOB MARKET

Report Three

The information in Table 1 is obtained by analysing the 'situations vacant' columns of three leading newspapers.

Each post is given one of three ranks, determined by translating the post into its equivalent in a 'typical' firm. Rank A is a general manager or chief executive with a salary of £3,000 or more. Rank B is a departmental head or senior executive with a salary of £1,750—£3,000. Rank C is a manager or executive of middle rank with a salary of £750—£1,750.

The information in Table 2 refers to a representative sample of firms who are regularly reporting their executive appointments.

can I justifiably increase their pay in one form or another?

- 3—As the more enterprising executives are not very 'security conscious' are we relying too much on the value of long-service pay increases and pension schemes? END

Army 'Method'-

v Business 'Muddle'

Sir

I would be surprised if many readers seriously believe the comments made by 'Retired Colonel'—(LETTERS, June issue).

Many industries do in fact employ administrative methods very similar to those of the army, especially the larger chemical and motor car manufacturing companies, which operate several decentralized plants.

Your correspondent's first principle of 'decentralization of command' is effected by the appointment of plant managers. They are allowed a high degree of autonomy for their day-to-day activity but adhere to the second principle quoted—'centralization of administration'—in that they execute their operations in complete conformity to over-all company policy.

But industry fortunately discards the third principle—'placement of men in command.' Management development in the more virile organizations in this country is not patterned on anything recognizable in army practice.

Large industrial concerns do not assume that tie, intonation and appearance are synonymous with leadership. Nor do they regard the possession of degrees or qualifications as passports to high office, but rather as proof of being able to think in a logical manner.

The Colonel's last statement that a 'first class shot does not necessarily make a good platoon commander,' is the thinking that restricts the army making the best possible use of its manpower.

In industry men, particularly young men, are treated as highly flexible units, and much emphasis is placed on natural aptitudes and native intelligence. So that in the most

efficient organizations, it is not uncommon to find former fitters, chasers, stockmen and machinists, who are chairmen and managing directors—and the very best in their particular fields.

MIDDLE MANAGEMENT.

Dagenham, Essex.

● The writer has had 20 years in industry (starting as an apprentice) and four in the army—as a REME adjutant.

He is right, says the professor

I have considerable sympathy for the view of 'Retired Colonel.'

If there are general principles of organization and method, common to all human activities, then one would expect those who have been at it longest to have learnt most about it, even at the 'trial and error' level of learning.

Alexander the Great was a good general, not because of luck or because of the intervention of his gods, but because he was a good manager. This means he was a strategist (planner), a good leader (inspired confidence), had good generals under him (delegated executive authority) and kept his army well-supplied (had a good accountant).

It is true that business is not war, but it is human activity, and human nature has not changed in fundamentals over the centuries. So we ought to expect much in common in the basic organization and method of military, public and business enterprises (both national and private).

Management education and training in this country is still very new and *ad hoc*. This is unlike the situation in the Services.

So it may well be that the Colonel feels he has come from a well organized society into a relatively chaotic world.

The large number of officers currently retiring from the armed services, instead of being regarded as a glut and burden on the market, might well be cherished for the cross-fertilization in ideas on organization and method which they could accomplish.

BERNARD ARMSTRONG,
B.Sc.Econ., A.M.B.I.M.

Head of Management Studies,
College of Technology,
Portsmouth.

If your correspondent refers to large industrial undertakings, some of his criticisms are justified. It is difficult to understand why industry has failed to recognize the vital need to 'communicate'—what is known in service jargon as 'painting a picture.'

EX-STAFF MAJOR.

Finchley Road,
London, N.W.2.

. . . wrong says the Wing Commander

The sound of the bugle may still be too fresh in 'Retired Colonel's' ears for him to form an unbiased opinion of industry. I suggest he postpones his attack for a few years before attempting the militarization of industry.

Who knows? If he persists, he might even incite some tycoon to try and industrialize the services.

RONALD D. GRAESSER.

Wing Commander (Ret.)
Graesser Salicylates, Ltd.,
Sandycroft, Nr. Chester.

continued page 58

PROFILE



He runs a plant with a £22 minimum—and pays chargehands £1,500 a year. Result?—lowest labour costs in the industry

WILLIAM KNOTT— rebel at the top

by David Charlwood

FORTY-FIVE-year-old William Knott is the kind of businessman who would be voted the person least likely to succeed by any school of business administration.

He loathes paperwork; carries essential facts in his head; ignores 'administrative procedure'; declines to delegate authority. The list of his crimes against 'good' management is a lengthy one.

According to the book Mr. Knott should be a failure. In fact, according to the only book that counts—the order book—he is a roaring success.

Mr. Knott makes caravans. He has been building them since he was 14. Today his company—Bluebird Caravans, Parkstone, Dorset—holds 68 per cent of the British market. It is the largest manufacturer in the world.

Three hundred caravans on average leave the works in a week. They are produced with a minimum of paperwork (only 14 office staff for 750 employees) and a minimum of 'white collar' administration: Mr. Knott, who is managing director and chairman, and his works director.

Impossible? Most management experts would think so. But listen to Mr. Knott:

► **On paper:** "Seventy-five per cent of the letters, memos, etc., written in any business are a waste of time. Paper is the most unessential thing in the world—unless you make it."

► **On labour relations:** "What we—management and labour—are here for is to make money. Pay your men and they will pay you. Too many managements talk about

'the rate for the job.' They hide behind it. I see for myself."

£22 minimum

What in fact he pays his men is a minimum of £22 a week—most get £26. Chargehands earn £30—and one, the highest-paid man in the factory—gets £40.

The phrase, 'I see for myself' constantly recurs in any conversation. In a way it sums up Mr. Knott's attitude to management.

'Seeing for myself' results in the strict specification of every scrap of packing material used in delivery of the company's £1 million stock of aluminium sheet, hardboard, plywood, glass wool and steel. So wood strapping and steel tape which would normally be written off are used in the vans.

'Seeing for myself' lopped £3,800 off the £4,000 estimate for extractors in the wood mill—"I

decided we could build them ourselves." 'Seeing for myself' means ... "making a profit before we start—by good buying."

How does this boss see himself as a person? He believes, genuinely, that he is shy and lacks confidence. Bring the biggest in the business, plus three cars (Bentley, Aston Martin and Rover), a ten-seater, 55-knot speedboat, owning two holiday camps and a fashionable home by the sea, have not convinced him that he would not have done better with a public school education.



"I was too ambitious to waste my time on boarding school. At 12 I used to spend every evening learning how to be an engineer."

He added wistfully: "Someone gave me a book on how to cure shyness once. I have read it 20 times, but it hasn't done any good."

His father planned the first Knott caravan—for the family holiday in 1929. When they came back William designed and built a better one; his father found a buyer. They were in business.

In control at 14

The following year when the family went on holiday William—then 14—was left in charge of the firm. Controlling 30 grown men did not perturb the boy—but: How was he to pay them?

"I asked my father. He said: 'You'll need to sell two caravans a week.' I did."

Bluebird Caravans was founded in 1931. It became a limited company in 1940—"We had to, to comply with Ministry regulations."

As a 'natural' businessman Mr. Knott has some tart observations to make on most facets of industry.

► **On fellow businessmen:** "Only half of them are genuine workers. A lot seem to spend 50 per cent of their time playing. They make a

big deal out of everything." And: "There are some wonderful firms in this country. But a few seem to think: 'As long as we can fiddle a living, why should we trouble?'"

► **On his own plant:** "If I were to bring a big industrialist here I am sure he would say: 'This is production control at its crudest.' Well, the proof of the pudding is the profit!"

► **Of his own job:** "When I come back from holiday I will have 5,000 invoices to look through. A waste of valuable time? No—then I will know how much money we have spent on what. And it's my job to know."

► **Restrictive practices:** "I will not tolerate restrictive practices of any kind. But a managing director who plays a round of golf mid-week is just as guilty as the trade union man who sabotages increased production."

► **Labour relations:** "My sympathies are with the man on the bench. Labour is one of my least worries—I have always looked after my employees."

► **Expenses:** "My expense account last year totalled £1,000—including overseas travel. Men with a business the tenth of the size spend ten times as much. For what?"

► **Promotion:** "If I am told, 'He's a good man' I want to see for myself before promoting him. Quite often a 'good man' can be a good darts player in the works team, or a good footballer."

► **Business lunches:** "It is not unusual for me to agree a £10,000 order after 10 minutes' talk with the salesman. If it's good value then it's a deal—if it isn't, a 'business lunch' won't make any difference."

But it is on the vexed question of pay that Knott sounds to orthodox ears like a revolutionary: a Marxist somehow planted in the Institute of Directors. "I could go to my factory," he says quietly, "and cut 30 per cent off the wage bill. It would save the company—on paper—around £100,000. My men would still be getting well

above the local rate—so why shouldn't I do it?"

"I'll tell you why. Because I'm not going to rob the working man just to have the company eventually pay that money to the Inland Revenue. We could cut prices and pass the £100,000 on to the customer? The saving on each van would be negligible—and Bluebirds are already substantially cheaper than competitors, due partly to the way the men work."

Under his system wages are tied strictly to output. "At the moment we are turning out £120,000 worth of vans a week. The wage sheet is £12,000—ten per cent."

Ten per cent for direct labour costs—in a factory where chargehands get more than some senior executives outside. Ten per cent in an industry that reckons on 40 per cent.

Suddenly an earlier remark clicks into place: "Pay a man for what he gives you." With most businessmen it would be a cliché. With William Knott it is a creed—king-size wages in return for a king-size effort. It would be easy to deny Knott's attitude to orthodox management if it wasn't such a success. But it is.



Bluebird pays large wages—and gets the lowest labour costs in the industry. It gets no 'labour troubles'—another hidden red-ink item on so many balance sheets. Well paid men need little supervision; so no executives are needed to supervise the supervisors.

As for the boss himself, he believes he lacks confidence and would be the last person to suggest that he was a superman of business.

Could it be then that in other industries it would pay to do a Knott: for the managing director to 'see for myself?' Out in the plant, where the money is made?

END

New Look

In Foreman Training

by William Guthrie

Foremen are specially important people at this factory. Unusual privileges enhance their dignity, while a comprehensive development programme multiplies their value to the firm.

FOREMAN training schemes are common enough. But William Halley and Sons, jute manufacturers, Dundee, have a unique scheme, so comprehensive that it amounts to foreman development rather than just training. The company are concerned as much with their foremen's judgment, personality and breadth of outlook as with their competence on the job.

The scheme started as a result of the general re-thinking which went on in the jute industry after 1945. Big capital spending schemes were put in hand and new machinery installed. Then J. R. L. Halley, managing director, decided that their 300 employees are even more important. They have to be treated with even more care than machines. Labour turnover was too high. There was no absolute shortage of

labour—but there was an acute shortage of the right kind of conscientious, adaptable, easy-to-train employee. When they did get them Halleys wanted to keep them and use them to best advantage. And the only way to do that was to improve supervision.

Results have been well up to expectations. Labour turnover is down by three-quarters and morale is high. The management structure, from charge-hand to managing director, is more flexible and better able to cope with changing conditions. Foremen are able to work without detailed supervision: consequently higher management are freed to concentrate on matters of broader policy. As a result the company have made progress in a highly competitive field.

Here, under various headings, is

a summary of how the development system works:

Status. Halleys believe that foremen must be made to feel they are important to the organization. To remind them of this they receive various privileges.

They get up to four weeks' holiday and a contributory pension.

There is a common room exclusively for foremen where they can take their meals, read books on management subjects from a well-stocked library or discuss work topics among themselves. Regularly meeting, they get to know each other's problems and how best to co-operate. Without the common room they would meet far less often as some departments are widely separated. Then it would be less easy to arrange, informally, such things as, for instance, a transfer of labour from one department to

another to make-up for shortages due to sickness, holidays, and so on.

Every foreman has his own office, generally sound insulated and equipped with an internal telephone.

Specialists are there to be consulted on such matters as personnel, quality control, and so on. The foreman is not obliged to seek their advice, but should he ignore it or fail to seek it, the responsibility for any mistake falls squarely on his shoulders.

On the other hand, these specialists are only advisers and are never allowed to interfere with the line function. For instance, the personnel officer interviews new employees and may recommend them to a foreman but he is quite entitled to reject them for a good reason. And if an employee makes a complaint to the personnel officer or through the works committee, he is immediately referred to his foreman. Only if he draws no satisfaction can he take the matter further.

As well as the right to engage and dismiss, foremen always conduct the 'exit interview' for the simple reason that they are likely to learn a lot.

Formal training. Difficulty over the release of staff prevents full use being made of whole-time supervisory courses. Before a man is appointed foreman he must have taken the British Institute of Management's foremanship course in his spare time at the local technical college. And each foreman spends at least one weekend per winter attending courses in different parts of the country. All are encouraged to study in their spare time at Dundee Technical College for other supervisory qualifications and often the company reimburses fees to successful candidates.

Informal training is just as vital. The most important is the discussion group, held weekly, which all foremen and senior staff attend. Any topic may be discussed—the main idea is to get the men to express themselves cogently, and

provide them with a subject round which to marshal their thoughts. Nowadays the foremen are encouraged to put forward subjects for discussion, but at first the meetings thrashed out topics that were later to be included in the handbook which all foremen receive. Material from about 100 such meetings went to make up this handbook.

To broaden foremen's knowledge of industry visits are arranged from time to time to local firms or the laboratories of the jute industry's research association.

Foremen's handbook does a lot to standardize procedure on such things as engaging employees, fire drill, accident procedure, and so on. It saves memorizing a lot of detail. Each foreman also receives, on appointment, notes roughly describing his authority, responsibilities and a few do's and don'ts.

Delegation of responsibility is carried as far as possible. This means not only that the works manager (the foremen's superior) must be prepared to delegate, but that the better the foremen are, the better he must be.

Steps are taken to ensure a large amount of delegation. For instance, foremen start at 7.30 a.m. while the works manager starts at 9.0. During that 1½ hours they must sort out their problems for themselves. And the very knowledge that they are on their own encourages them to pull out all the stops.

Another rule is that the works manager must take his holidays other than during the annual close-down, in order to give the foremen a taste of working without direct supervision. Often they show their appreciation of the fact by exceeding the production target.

Progress of each man is carefully watched and assessed twice a year by means of marks awarded in a merit rating system. Assessment is under 12 headings. Maximum score possible is 80 and bonus of £10 is paid at each assessment for scores over 28, quite apart from any merit increment in salary.

Knowledge of the job. He need not be able to do all the jobs in his department but he must know how they are done and whom to go to for help.

Organizing ability. He must plan the work of his department well ahead, to be ready for any emergency.

Energy and persistence. Can he get along without asking his superiors for advice all the time? Does he think up new ideas?

Quality of Product. Quality departments are there to help. Does he know how to make maximum use of them?

Judgment. Clear thinker or ditherer? Does he give quick, unconsidered decisions or methodically collect all the facts for a proper judgment?

Introduction of New Starters. He must look after them, give them all the information they need, yet not fuss. The peak danger for losing newcomers is after two or three weeks. Does he take steps to meet this?

Discipline. Firm, yet encouraging everyone to come for advice whenever they need it.

Attitude to training. It is not only the newcomers who have to be trained. Older employees must be weaned as far as possible of bad habits and shown the better methods. The foreman must always keep this in mind.

Co-operation with others. This means management teamwork. Does he work closely with his juniors, the specialists, and his superiors, as well as with the other foremen?

Reliability. He must take full responsibility for anything that goes wrong in his department without trying to put the blame on someone else. And once he gives a promise that something will be done does he see that it is done?

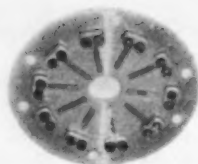
Self-confidence. It is essential for him to be approachable, with a mature sense of authority, and striking a nice balance between rebel and 'yes man.'

END



MUSICAL NOTES of different pitches are selected by the dial. At the wanted station they are picked up and amplified in order to operate a selector switch.

This Conveyor



A new installation solved a problem for this organization. Documents, at twist of a dial, find their way straight to the right destination.

A PNEUMATIC tube system recently installed at Marchwood Generating Station, Hampshire, appears to think for itself. Documents seem mysteriously to find their way at high speed from one part of the building to another. It operates, briefly, in much the same way as a bat flies safely through a mesh of wires in a darkened room—by a sort of acoustic radar.

There are many advantages. All stations communicate directly with all others. No messengers are needed—not even staff to receive carriers at a central point and redirect them. Key executives can

be contacted quickly and with certainty. Confidential documents stay confidential. And maintenance is at a minimum—despite the system's apparent sophistication.

Yet the installation at first glance looks conventional enough. It consists of a pneumatic tube running through the building, with an exhaust air unit to provide the motive force. Documents are placed in tubular carriers similar outwardly to conventional pneumatic carriers.

But there is, in fact, very little that is ordinary about this system. First, the pneumatic tube itself is of rigid p.v.c. Its layout is a closed

ring circuit, reminiscent in outline of the electrical ring main. The tubular carriers have a dial at one end which selects the number of any station on the ring circuit. What this dial really does, however, is to bring into operation reeds which vibrate when air strikes them—just like the reeds in a mouth organ. Blowing into them, in fact, produces a musical note. So when these carriers are inserted into the pneumatic tube, the rush of air whisks them along, 'playing' the note selected by the dial.

Suppose the dial is set to take the carrier to station 5 which, for the sake of argument, 'owns' the middle note in the range. As the carrier is whisked around the circuit it emits the note. This note is picked up at station 5 by a microphone and tuned circuit in almost the same way as a radio picks up the B.B.C. The note is amplified by a small unit until it is strong enough to operate a switch which opens the 'gate' leading to station 5. Thus the carrier arrives at its destination. The 'hearing units' belonging to other stations in the circuit can respond only to their notes, so their gates stay closed.

Marchwood need only six stations—permit office, engineers, assistant services office, charge engineer's office, maintenance office and stores. On the engineer's floor seven offices are served by one station. But if Marchwood needed more they could have any number.

Directs Itself

by William Terry

Avoids timewasting. Most of Marchwood's carrier-tube traffic is in work permits from station 1 to station 5. Safety regulations prohibit anyone from doing maintenance work until he has received a permit from a senior engineer telling him that all personnel have been warned to keep certain circuits dead. The size of the plant would make it hopelessly uneconomic for engineers to report in person, and an effective messenger system would be impracticable.

Contacts key personnel. When key staff are urgently needed they can be contacted immediately. This

is because there is direct contact between any station and all other stations on the circuit. Unlike most tube systems, where there is direct contact only between selected stations, no human intervention is required for other stations, once the carrier is inserted in the tube. Thus speed and certainty of arrival are assured.

Auto stop—start. Carriers go round the circuit at 20-30 m.p.h. After 15 minutes with no traffic the air unit shuts down. The moment a carrier is inserted it switches on.

No collisions. A traffic control system—comprising special switches which form a series of electrical

interlocks—ensures that the carrier does not collide with any others that may be in circuit. If a carrier is inserted while others are already in transit its dispatch is delayed for a second or so. Only when there is sufficient space in the main tube will the carrier start its journey.

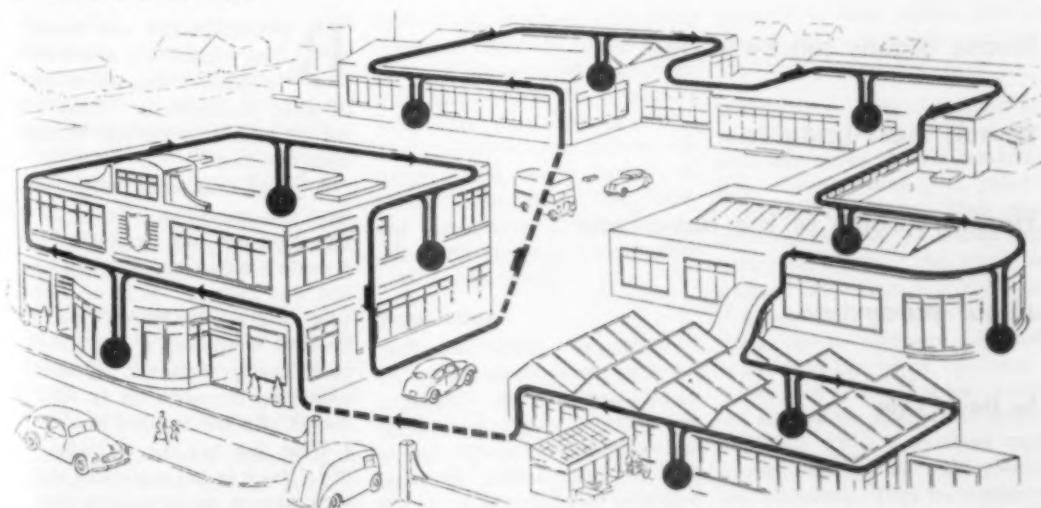
Economy. Plastic tubing, generally used with systems like this, helps to keep costs down. It is virtually unbreakable, corrosion-proof, needs no painting. Specially important is its resistance to denting. Plastic is lighter than metal, so supports are cheaper. Bending and joining are easy.

The closed circuit is economical of air power, because it is always closed to atmosphere.

Convenience. The carriers are used not only for documents but anything that will go into their over-all length of 12 in. and that weighs not more than 2 lb.

Cost. Installation was by Dialled Despatches, Gosport, and costs are such as to show repayment in about five years as a result of the economies effected. One of the biggest new installations is at Unilever's United Africa House, Blackfriars, London. More are on the way, and as the number of installations grows, costs may reduce. END

RING MAIN layout is always used. The system is completely sealed from the atmosphere, avoiding condensation troubles when passing between buildings.





Photographs like this helped Threads, Spirella's magazine, to win a national award. Yet the production is no more lavish than it needs to be—cost per copy works out at 1s. 9d., which Spirella believe to be well worth while.

Can You Afford a House Journal?

House organs can be styled

to suit most budgets.

Here are some of the basic facts

about production.

by David Cole

BUSINESSMEN are becoming increasingly aware that a house magazine is part of good management. Many are put off mainly by the fear of high costs and fuss.

A glossy magazine, they say, must be expensive. True! But glossiness does not necessarily hold a reader's attention. It is the content that matters. With an editor who makes intelligent use of material available, a small company can produce an attractive, interesting magazine on an annual budget of a few hundred pounds.

► **What job** has the magazine to do? Has it to tell employees about the company, or attract customers?

BUSINESS



ABOVE: **PERSONALITY** stories, brightly written, and well illustrated, help to explain the success of Gordon and Gotch's *Echo*.

CENTRE: **HELP** for managements with magazine problems is provided by the British Association of Industrial Editors.

RIGHT: **TABLOIDS** like *Acheson Colloids' Prospects* give excellent scope for layout.



Or both? An estimated 1,500 magazines are produced by British companies. Most are intended for employees. A survey last year by the British Association of Industrial Editors showed that 62 per cent were for internal consumption.

▶ **Internal** magazines depend primarily on the intrinsic reader-interest of their material.

▶ **External** magazines are likely to be more expensive. They carry the company's image to the people it hopes to impress. So a tawdry production is worse than none.

▶ **Dual-purpose** magazines have, of course, the most difficult task—to interest two different types of

reader with, perhaps, contrasting interests. But many companies—a fifth of those producing house magazines—believe they do the two jobs in the most economical way. There is always, of course, the danger that the mixture of 'inside' news on the one hand, and promotional material on the other, will annoy or even confuse half the readership.

Production

Staff. The British Association of Industrial Editors assist companies to get staff. But most need only an editor—and only a part-time one at that. About three-quarters of all industrial editors are also the P.R.O. or advertising or personnel

manager, or have another duty in the company. Some do not have journalistic experience.

Outside help. Other companies do not want the bother of appointing staff and setting up an organization. Several firms will relieve them of this trouble. Their men collect news, write the articles and ensure production. An editor is assigned to the magazine—full-time if necessary. The agency makes a charge and the company is ensured a professionally styled magazine.

One such agency, *Leedex*, carries out surveys for prospective clients. This costs £50. A specimen copy is produced and the total annual cost estimated. Thus the company

sees what it will get for its money.

A company having some but not all the resources necessary for production may employ selected outside services. An agency may carry out only art, editorial or layout work. These services may also be obtained from a freelance or a local journalist.

Printing charges vary and several printers should be asked to tender. But quality also varies and it makes a big difference to the appeal.

Typesetting is a large item in printing costs and, therefore, duplicating makes substantial savings for a small circulation magazine. Modern duplicating machines produce easy-to-read, attractive work. Offset duplicators, many of them reasonably priced, produce work in several colours.

Blockmaking is another big item. There are two main types of blocks: half-tone for reproducing photographs, paintings, etc.; and line blocks for reproducing drawings and diagrams. Approximate costs, which vary according to quality, are: Half-tone—2in. x 2in., £1 12s.; 6in. x 6in., £3. Line blocks—2in. x 2in., 19s.; 6in. x 6in., £1 17s.

Photographs can be taken, of

course, by professionals. A way to reduce costs, however, is to hire the complete kit—camera, tripod, flash-gun and exposure meter. Roy Reemer Ltd. provide this service for three guineas per month. The company give free advice, process the photographs and offer constructive criticism. This costs three to four shillings per shot.

Paper costs, in low circulation magazines, are small compared with other costs. Medium quality papers, costing about £70 per ton, are suitable for an internal magazine. But a 'prestige' external magazine may call for high-quality paper costing £140. There are several imitation art papers giving good appearance with economy. They cost £80 to £100 per ton.

Responsibility

The more independence an editor has, the less does the magazine appear to have a 'management bias.' This prevents cynicism about the purpose of the magazine. Most editors are allowed considerable freedom when choosing the contents of the magazine.

It is estimated that 35 per cent of all editors are responsible to the

managing director or chairman, 17 per cent to the press officer or public relations officer, and 10 per cent to the personnel officer. The sales director is responsible for over 20 per cent of external magazines.

Case studies

The Formica Journal is an external magazine. It won a Certificate of Merit in the 1958 B.A.I.E. competition. An average issue contains 24 pages. The outside cover is in five colours; the inside cover in two colours on white art paper. Four pages of full colour inside.

With a circulation of 10,000, typical issue costs are: Paper and printing, £695; blockmaking, art work and photography, £240; postage, £155; envelopes, £38. Thus, total cost is £1,178, giving a rough cost per copy of 2s. 3d.

The staff of editor, assistant editor and a secretary divide their time between the *Formica Journal*, four comparable publications for the De La Rue Group and various internal publications.

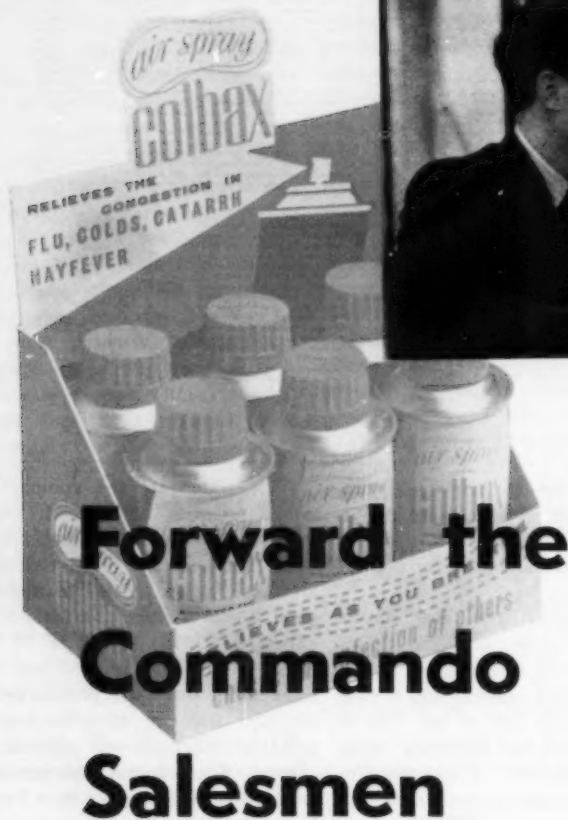
The *Journal* is free to distributors and potential users of Formica. Distribution lists are compiled in co-operation with area managers. The company look upon the magazine as a salesman who visits 10,000 customers at the same time. And it pulls. An article appeared describing the use of Formica plastic in municipal swimming baths. It was seen by the architect's department of a London council who wrote for further details and subsequently used large quantities of the material.

Echo, the staff news magazine of the Gordon and Gotch group, is a 12-page (11½in. x 8½in.) monthly. It has won five international and national awards in the last three years, including a first award in the competition of the International Council of Industrial Editors.

The circulation is 3,300 to staff in London, to associate companies overseas, and to a number of business friends. No charge is made. Printing and paper cost



UNUSUAL appearance of Gestetner's employee magazine *Expression*, is due to the fact that it is produced by the company's own stencil duplicating process—including all illustrations.



by Charles Manning

YOU are a manufacturer and you have a new idea. The idea leads to a new product which you think is good, but you are not sure whether it will sell. You want to find out. How?

The product may be an addition to your present range of goods. Alternatively, it may be something entirely new. In either case (but especially in the second) you can test its potentialities by expanding your sales force and giving them the product to sell.

If it does well, you can keep

your new salesmen, perhaps recruit more. If it doesn't, you get rid of them and cut your losses.

Another method—if the product is an addition to a familiar range—is to use your existing salesmen. But their sales of established products are likely to suffer while they are trying to launch the new line.

There is a third method which can be used whether the new product is familiar or unfamiliar. You go to a specialist firm and hire a team of experienced representatives for a couple of weeks or more.



During that time they represent your company alone and give their whole time to selling your new product, usually in a selected area.

Whereas your staff salesmen may become disillusioned if initial failures look like reducing their earnings, these hired salesmen have nothing else to do but push the new product, explore all outlets and give full reports. They are versatile, and have a wide knowledge of advertising. What they have learnt while selling soap may stand them in good stead when representing, say, a new kitchen utensil—a versatility which is especially valuable if you have never before marketed kitchen utensils.

Today there are a number of 'salesmen-for-hire' firms in operation. They usually consist of small enthusiastic selling teams with wide experience behind them.

One of them, Market Activation Ltd., will 'sell' you from one to about 20 representatives for any period from two weeks. Director A. H. Johns has known most of his men for some years. Some have worked for him before in previous companies. He plans to build up his team to 30, which he regards as the optimum number, but says that it will take time to find the right men.

Market Activation prefer to

BUSINESS

**No need nowadays
to recruit a new team
to push that new
product - it might not
'take' anyway. Here
is one way round the
problem.**

work on a two- or three-call basis — initial call, breaking-in call, and, if possible, follow-up call.

His own men will arrange for deliveries to retailers to be made through wholesalers or direct from the client. They will place point-of-sale advertising material and collect cash.

Firms like Market Activation offer their services either for a negotiated fee or on an agency basis. Before agreeing to being paid on commission only (no fee) they insist on a two-week trial by at least one salesman, at a negotiated fee.

This trial tells Market Activation whether it is worth their while taking on the job. It also indicates to their clients whether or not the new line has a good chance of selling. The salesmen get no commission on sales during this period. If the product seems to have a future they will then discuss terms.

Of course, if a flat fee is involved, Market Activation will not insist on a trial period. But they may nevertheless advise it, purely for the sake of the client.

Using such a service need not interfere with a client's own journey system. Careful planning dovetails routes and ensures co-ordination in all other respects.

Before the hired salesmen go to

work, the client meets and briefs them. At this briefing he has the chance to discuss with them the product, competitive products, prices, policy, the history of his company—anything, in fact, which he thinks a good salesman should know.

Market Activation report that their clients tend to be equally divided between advertising and marketing expenses and manufacturers. Here are case-histories of two firms who used their services.

Case history 1

Alfred Morris Furnishing Ltd. used hired salesmen last year when they formed a new company to make and sell nylon carpets and rugs. In Britain, these were then the largely unknown products of an unknown industry.

Morris Furnishing hired five men, who spent five weeks breaking into an old market with this new product. "In no time at all," says Leon Simons, the company's sales director, "we were swamped with reports from the salesmen and with orders from retailers. Our clerical administration couldn't stand up to it." That is one of the lessons Morris learnt—"When you start these boys off be prepared for the paperwork."

Other points to remember, say Morris are:—

▶Be thorough in your briefing of the salesmen. It is worth paying them an extra day's wages to make sure that they are fully prepared.

▶Pick your outlets. If possible, tell the men whom to see. They are so keen that they may choose outlets that, from the client's point of view, are not worth the time, display material and paperwork.

▶Be prepared to follow up. Hired salesmen are excellent 'shock troops,' but a quick follow-up—preferably with your own men—is essential.

The results? First rate, say Morris. "Everything we are now doing in this business—and

we're doing a lot—is based on those first results with hired salesmen.

Case history 2

Here is the reason why one advertising agency frequently makes use of salesmen-for-hire firms—"In most cases advertising without distribution is a waste of our clients' money, so we often help them to sell. Where their own sales force is inadequate, we hire salesmen because we like to say 'stocks are in the shops'."

A recent account the agency handled was for a spray manufactured by a Hertfordshire pharmaceutical firm who had no sales force of their own. They decided to carry out a test in the Southern TV area (at that time just about to operate). The area was chosen because the chemists there were not used to 'TV inquiries' and would be relatively eager to accept a new product that was about to be advertised in this way.

The agency hired three salesmen for four weeks. Each had a car in which he carried samples. The TV campaign was due to start a week after the men had finished.

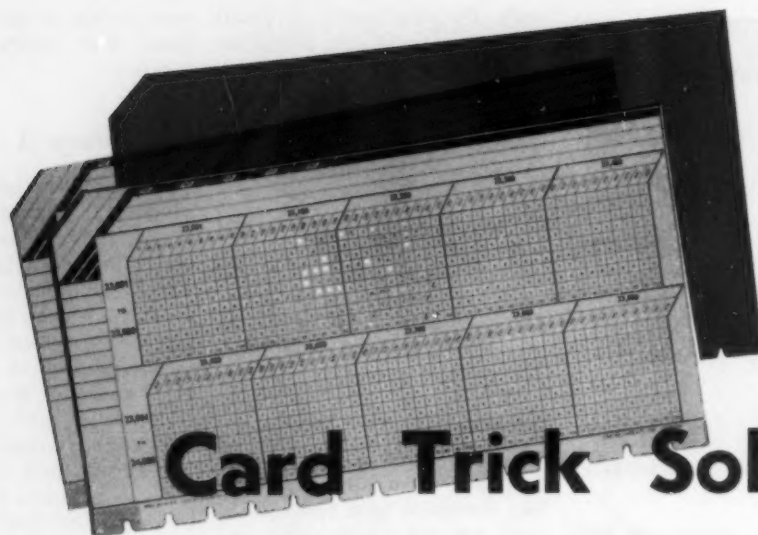
Daily reports came back to the manufacturers that the spray was going well. Retailers were tackled first, then wholesalers—who were approached with retail orders already assured.

The scheme was a great success, a 56 per cent conversion being obtained on the calls. Also, the results of this pilot campaign are being felt long afterwards. An all-out drive is planned for next winter.

Two points are emphasized by a director of the agency:

▶If you have salesmen of your own in the area aimed at, it is often cheaper to use them.

▶But this applies only to long periods. For short campaigns for new products in new areas, hired salesmen are a good buy. **END**



Card Trick Solves Their Filing Problems

by Laura Tatham

EVERY businessman knows the feeling of frustration that strikes him when his reference system lets him down. It works perfectly for routine purposes—but not when he wants facts in a new form, or wants to make comparisons.

Then the collection of information may be so troublesome that he decides to do without, and his business may suffer.

► A new system is so versatile that it is never caught out. Yet it is :
—simple enough for any clerk to use
—occupies very little space
—employs no machinery
—modest in first and running costs.

If the basic facts have been entered into it, it produces results based on any permutation of these within a few minutes. It uses hand-punched cards—but these are punched cards with a difference.

How it works

Here is how Brisch-Vistem, as the new system is called, works. Each

card is devoted to one *characteristic*—for example, located in Northampton, made of brass, university degree. The holes punched into it represent the objects, transactions or persons concerned, each of which is allocated a code number. Cards accommodate from a few hundred up to 10,000 numbers; are precision-printed with small numbered squares divided into easy-to-read blocks.

This is a basic departure from normal punched card practice, which is to enter on each card all details about one object or item.

Suppose, for example, someone wants to know how many customers are in Northampton. With the Brisch system, the clerk merely pulls the card labelled Northampton and counts the holes. If names are required, these can be read immediately from a strip index in which customers' names are listed in numerical code order.

To find which customers possess certain characteristics in common,

the clerk pulls all the appropriate characteristic cards—say located in Northampton, retail chemists, having accounts worth more than £1,000 per annum—and manually jogs these into alignment. Holes which go right through the pack indicate that these customers share all three characteristics. If the third factor is of minor importance, the clerk inserts a piece of transparent coloured foil between the second and third card. This shows more clearly which holes are common to the first and second but not the third card. She may then make a two-part analysis : which customers have all three characteristics in common ; which possess only the first two. Any number of characteristics can be compared in this way.

How it is used

Matching executives with jobs. A division of Associated Industrial Consultants provides an executive selection service for top management. The problem they face is

BUSINESS

Fact-finding is quick and easy for these organizations. Manual punched cards, used in a new way, throw up data and produce exactly the comparisons that are required.

to find suitable candidates to match the wide range of posts to be filled.

First step in the process of selection is to make a detailed breakdown of qualifications, experience and personal characteristics required and responsibilities involved. After a search over a wide field, potential candidates are interviewed and assessed in relation to these requirements. This search attracts a number of candidates, some of whom are bound to be suitable.

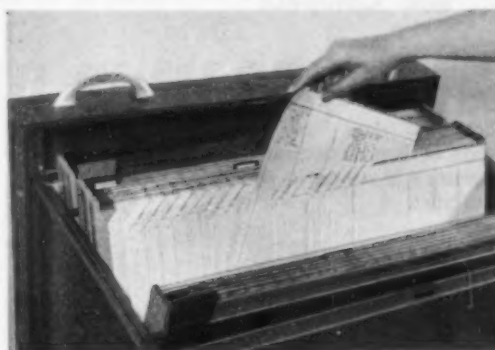
Others, who may have outstanding ability but whose experience does not exactly match the specification, are retained on a confidential register for future consideration. In this way a body of highly detailed information is built up—but it must be quickly accessible.

Before installing the Brisch-Vistem system, acceptance of each new applicant or vacancy necessitated a thorough search of the files, although all information was tabulated as far as possible on a standard form.

Contrast this with the new system. It uses 200 cards which between them represent 400 classifications. On these cards are listed every possible characteristic (there are some blanks in the system for unforeseen additions) broken down into four groups: progress of the man or job; personal or educational qualifications; industrial experience, and general assessments.

Positions and applicants are listed in the same series. To find suitable names for a job, the operator merely picks out the characteristic cards, as indicated by the employer's specifications, and stacks them with the card labelled 'applicants'. Names are found on a strip index; further particulars are obtained from data in suspended files indexed alphabetically.

The system took about five months to install. This time was allocated chiefly to setting up a classification system which was economical, thorough and unambiguous;



OUT-SIGNAL shows automatically when card is removed—aiding easy replacement



IDENTIFICATION is speeded up by simply holding cards up to the light

and to punching up a large number of back records. This was done by an assistant who was entirely new to the whole concept.

Personal statistics in record time. A much smaller system, designed primarily for use on a one-off basis, is used by Dr. L. E. Houghton, consultant physician at Harefield Hospital, Middlesex. His problem is to obtain a large number of statistics on patients whose histories extend back over a period of some 10 years. Source data was four-page case history forms.

Information ultimately to be extracted concerned numbers of cases with certain types of infection, results of various types of treatment, lengths of hospital stay and so on.

The punching operation, in this case, was difficult, since the forms had not been designed with this application in mind. But the system has proved successful beyond expectation. All statistics were available in time for an important international conference, and many of the tables were prepared in one morning. The versatility and speed of the system has enabled Dr. Houghton to compare factors in a way which might not otherwise have been possible. Some highly significant—and unexpected—results have already appeared.

Keeps tabs on club members. Need for an economical and orderly system of keeping membership records prompted the Country Gentlemen's Association to use Brisch-

Tailor-made, Comprehensive and Compact

- Each system is tailor-made.
- Compactness — data on hundreds of thousands of items possessing hundreds of characteristics is stored in one small desk-height cabinet.
- No restriction on amount of detail—each type of fact has one card.
- Any permutation of characteristics ascertained with no additional work.
- No writing involved. Source material (names, for example) is listed and coded. Code is punched into appropriate cards.
- Cards are large, easily handled, visibly filed.
- Body of card may act as time base—for sales of, say, one gramophone record. Each block of numbers might represent one month, each hole 10 units sold. Sales trends are then obvious.
- Where trends are required for forecasting, a specially-punched test card, placed over sales card, shows them up.

Vistem. Among facts to be recorded for many thousands of members are subscription payments (which can be made in several different ways and involve different sums); which of the association's services are used and by whom; and a mass of details on location, occupation, and so forth. This detail is not only needed for records, but for compilation of an elaborate financial monthly return.

Until recently, all this information was kept on a series of very bulky 'blind' card indexes, each 'characteristic' having a file of its own. This required many cards for each member. The records are being transferred to Brisch cards occupying a

cabinet only about 3 ft. square. Then work will be minimal and the monthly return prepared by one clerk within half an hour.

Because the Brisch-Vistem system has not long been operating, and its most obvious application is to personal records, the histories quoted above are all concerned with this type of usage. The system, however, is suitable for many commercial and industrial applications which necessitate the production and recording of facts and figures of all kinds. There are plans for an electronic method of hole-counting which will work at high speed and eliminate human operation in this sphere.

END

LETTERS—from page 43

The only comment that I can think of is one made by my son who was a National Serviceman—"that 'Retired Colonel' must have served in a different Army to the one in which we did."

W. GRAY HORTON.

*Bruton Street,
London, W.1.*

Why we leave — by a secretary

In your June issue you give various reasons why there is such a high turnover of office staff in the London area. May I point out a few more?

1 One seldom gets taken to the office where one will have to work to be introduced to one's future colleagues and supervisors.

2 One does not see the type-writer one will have to use. I have an extremely high typing speed (100 w.p.m.) but the machines I have had inflicted on me were all shocking.

3 In one job (a secretarial one, £10 and luncheon vouchers) I was not warned at the interview that all employees had to clock in and out. I did not stay long.

4 Another firm did not send the usual 'engagement letter' and not until my first day there did I find out that Saturday work was involved, and that the lunch hour would only be three-quarters of an hour.

The worst grouse I have, however, is the type of colleague I have to work with. Why aren't firms more selective about the girls and women they employ?

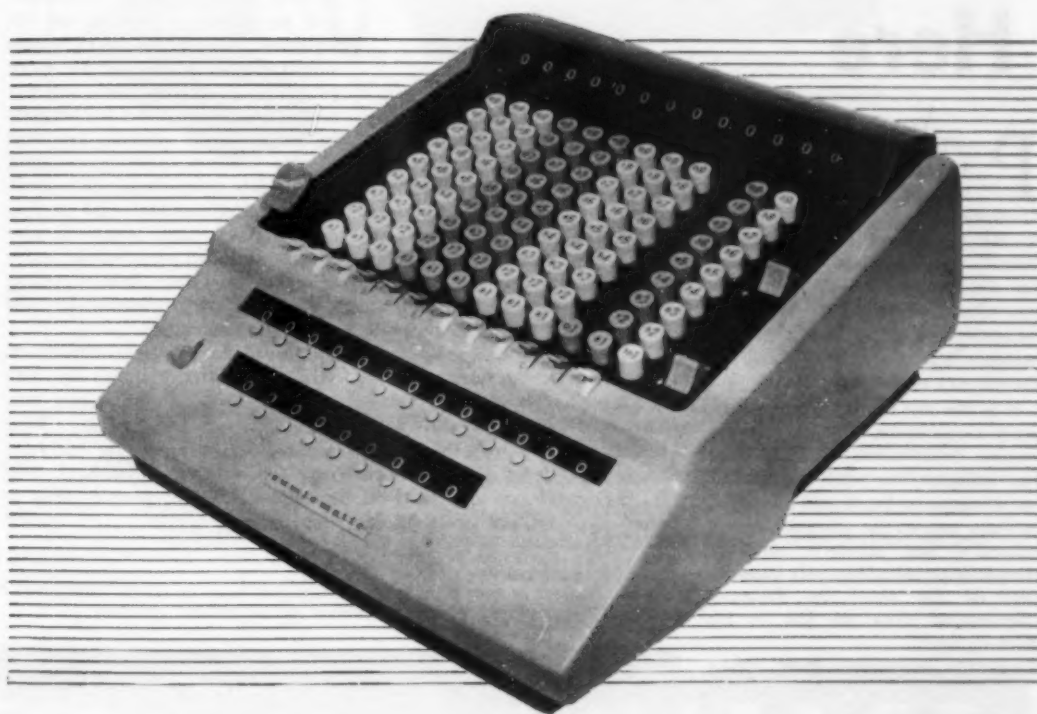
Only once in the whole of my working life have I come across a girl who had the courage to protest against the type of girl she had to work with. Other good-class girls just give notice. No wonder there is such a turnover.

Is there a firm which is really particular about the type of staff they employ? If I could find one I would take a job there with the greatest of pleasure.

Mrs. A. BEALE.

*Blessington Road,
London, S.E.13.*

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AUGUST, 1959

No Paperwork Bottleneck Here

by Dennis Brooks

PAPERWORK at the Thames Ditton, Surrey, headquarters of the Milk Marketing Board cannot be allowed to fall in arrears because of the Board's vital function—to arrange for the distribution of milk over the whole country. It is not a Government department, but a business organization depending on the support of its 'customers.'

It is the job of the Board's Progress Department to keep all the various departments on their toes. For instance, the work of sending out cheques to the Board's 132,000 farmers cannot be allowed to fall behind—the farmer's monthly cheque is possibly his only income. One of the ways the Progress Department does its job is by drawing up:

- a monthly programme sheet, copies of which are sent to all departments; and
- a comprehensive wallchart, maintained in the Progress Department, which shows at a glance where any hold-up is.

The programme sheet is divided into accounts, marketing, production, and sundries, and each of these is further divided into classification, job type, operation and department. The payment of farmers' cheques would appear as: branch—accounts; classification—wholesale; job—payments; operation—dispatch of cheques; department—mailing.

To the right of the last column are 31 smaller columns, representing days of the month, and a further five columns for 'carry

over' days into the next month.

Symbols show the progress of each job. One goes in the column for the day a job is begun; another in that for the day it must be completed. The symbols are: a plain circle—meaning that the job must be started when the information necessary for the job is available; a circle with a diagonal line—morning; circle with horizontal line—midday; circle with a cross—afternoon; black circle—full day.

Dispatch of cheques, for example, could be a white circle with horizontal line on the 17th, connected to a black circle on the

22nd. This means all cheques must be dispatched between midday of the 17th and the end of the 22nd. Reports are sent by heads of every department to the Progress Department, detailing progress made the previous day.

This is where the wallchart comes in. Every job on the programme sheet is also shown on the wallchart. But instead of 31 columns for the days there are only two: 'from' and 'to.'

The symbols used on the programme sheet—midday, afternoon, and so on are also used on the wallchart. Dispatch of cheques would appear on the chart as: from 17 ○ to 22 ●. A third column on the wallchart shows the progress of jobs. More symbols are used in this column, such as a black circle—job completed; white circle—not started; yellow—job in progress and on time; green—in progress and ahead of schedule; red—in progress but behind time. Colours show dramatically the position of each job.

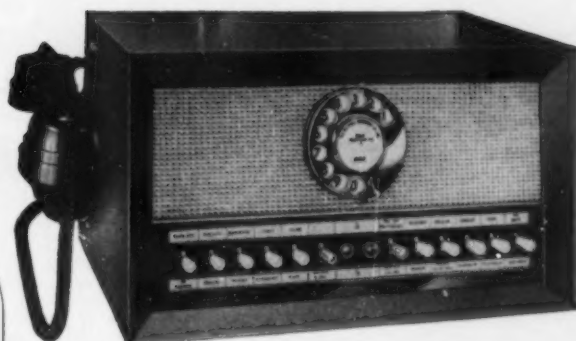
Tact needed. Progress department staff must often criticize the way a job is done. Consequently they must have immense tact. They achieve their objects by maintaining an impersonal outlook and never referring to people—only to departments.

END

Coloured symbols in slots show exactly when jobs must be started and finished—and whether they are ahead of or behind schedule.



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The Reliance push-button intercommunication set suitable for 3 to 21 stations.



In these days of high labour costs, it is even more essential that employers obtain the fullest possible return from highly paid staff. Key personnel should be kept as much as possible at their desks—you pay them for working and not walking. The answer of course is

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What do executives do for their pay?

WHAT is the formula for a 'good' executive? And what does he actually do to earn his pay? These are questions most British businessmen can debate at length without being able to answer in definite terms.

Agreement is usually reached on only one point. That there is an indefinable 'X' factor in executive selection. The unknown quantity which finally decides that of two men, with exactly similar backgrounds, education and personal characteristics, one will make a 'good' executive, one will not.

Unsatisfactory? Well, it is refreshing to find that American business, with its Germanic mania for analysis, has also failed to find an answer.

And it is Crawford Greenewalt, president of Du Pont, no less, who says so*. Mr. Greenewalt reports that he was asked recently to list the traits most likely to be found in a good executive. And . . . "although we must have discussed the subject for two or three hours I was unable to offer any formula which seemed to be generally applicable."

He adds: "In other fields talent can be recognised readily and quickly. We have only to listen to a pianist or observe an actress on the stage to determine whether or not they are of outstanding rank. In other fields there are recognised standards to aid judgment. A lawyer must pass a bar examination, a surgeon can refer you to his diploma, a ball player's batting average is published in the newspapers.

"Among executives, we can recognise competence only after long periods of observation—and even then there are sometimes large differences of opinion. I am sure we have all made bad guesses, even with candidates who appeared highly promising.

"Job analysis, useful enough in other areas, falls down completely in appraising executive potential, for the duties defy classification or description."

A woman visitor once asked Greenewalt: What do you do all day?

***The Uncommon Man**—The individual in the organisation, by Crawford H. Greenewalt (McGraw-Hill) 31s. net, 32s. 6d. post paid.

"An electrician or a painter could have given a ready answer. So, presumably could a burglar. But certainly I could not. The more I thought about it, the more I was impressed by the fact that, in the executive area, there is no fixed procedure, no precise pattern, no yardstick of performance which can be counted and measured."

His book gives an excellent insight into the mind of one of the world's biggest businessmen. (Dupont's annual sales=\$2 billion.) It is also a perfect answer to the recent spate of novels from America dealing with the big-business "jungle."

Kennedy's C.I.F. Contracts by Dennis Thompson, M.A. (Stevens) 42s. net, 43s. post paid.

This new edition of a book well

New equipment

for factory and office starts page 74

known to both practitioners and students has been largely rewritten to include the many decisions in the past few years which affect c.i.f. contracts.

All aspects are dealt with in a readable manner and there are many quotations from judges' decisions, clearly setting out the reasoning. There are, too, tables of statutes and cases and an adequate index.

Modern Business Statistics by John

E. Freund and Frank J. Williams (Pitman) 50s. net, 52s. post paid.

A very good introductory textbook to business statistics, but for the student rather than the casual reader. There are useful appendices on pictorial presentation, quality control, and how to use logarithms.

Consequential Loss—Insurances and Claims by Denis Riley, F.C.I.I. (Sweet and Maxwell) 50s. net, 52s. post paid.

Company secretaries, accountants and executives called upon to insure against consequential loss, will welcome the second edition of this book, which gives readable guidance. The value of losses consequential to damage being so intangible, the book can deal only in generalizations—but an executive should have little difficulty in adapting the general principles to his own field.

Detailed contents and very detailed index, together with the practice of numbering sections of the text—usually of only a few paragraphs each—make this book particularly suitable for quick reference.

Business Conditions Analysis by J. P. Lewis (McGraw-Hill) 64s. net, 66s. post paid.

Primarily designed for the economics student, this is a keen appreciation of the way government economists go to work and the various kinds of general economic analyses and forecasting which they practise.

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The illustration shows part of the new offices of The Bankers Trust Company, Bucklersbury House, E.C.4. Architect: O. Campbell Jones, F.R.I.B.A.



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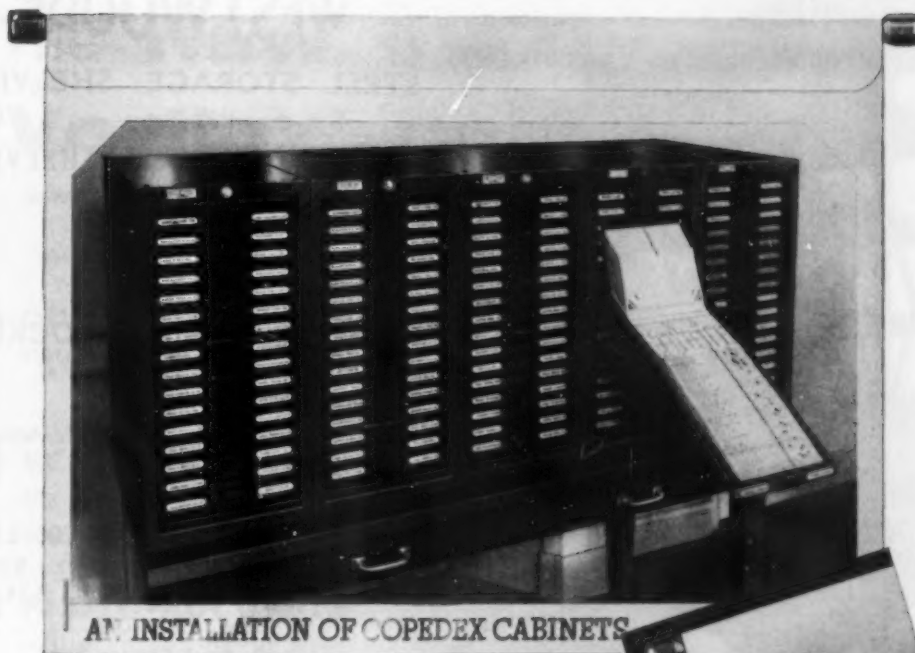
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Agent in Ireland: 8 Crowe Street, Dundalk.

Agents throughout the World

AUGUST, 1959

65



WESTWOODS

STEEL STORAGE SHELVING

Supplied either as
STATIC OR MOBILE SHELVING

Planned layouts without obligation.

Ask for leaflet 21455

ALSO

STEEL CLOTHING LOCKERS

Full range of sizes or styles

HIGH-GRADE QUALITY

As approved by Public Authorities

Ask for leaflet 1353

JOSEPH WESTWOOD & CO. LTD.
NAPIER YARD, WESTFERRY ROAD,
MILLWALL, LONDON, E.14

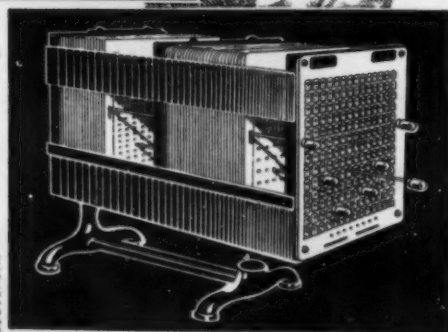
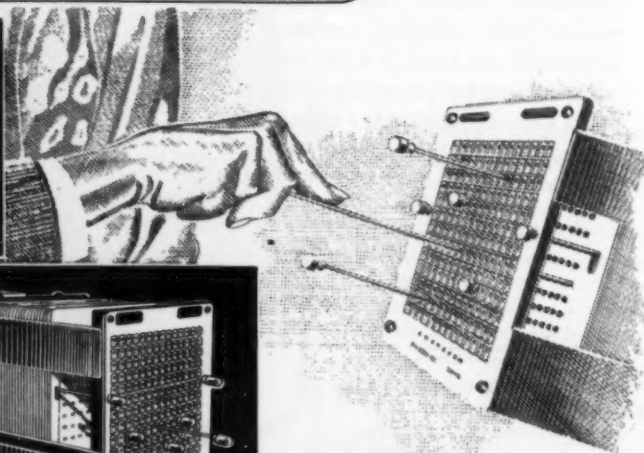
Phone : EAST 1043

*Grams: Westwood, Easphone, London.

Cables: Westwood, London.

*the solution in
your hands.....*

The system which enables analysis to be carried out under as many headings as required..... in ONE operation..... with unskilled staff in a matter of minutes. Designed individually for every problem of sorting, analysing and classification.



**1,000
INDEXES
IN ONE!**

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C. W. CAVE & CO. LTD., DEPT 'C', 59 HOLBORN VIADUCT, E.C.1 CEN 8402

BUSINESS

The **new inexpensive** **'Verifax' copier**

▶ **QUICK**—makes three or more copies in a minute

▶ **VERSATILE** — copies any kind of writing, printing, drawing etc.

▶ **PHOTO-ACCURATE** — the copies never need checking

▶ **EASY-TO-OPERATE** — anyone can quickly learn to use it



It's the

Verifax

SIGNET COPIER

MADE BY KODAK

Write for details to:

Kodak Ltd., Department 558, Kodak House, Kingsway, London, W.C.2

Kodak

Continuous Stationery

Pettys of Leeds are manufacturers of Continuous Stationery as used with Mechanised Accounting and Electronic Computing Machines. We are also sole suppliers of the Econojet Typewriter Attachment which enables any standard typewriter to be utilised as a Continuous Stationery Billing Machine. For further details please write to Department B.M.

PETTY AND SONS LIMITED

Whitehall Printeries, Leeds 12
Telephone: Leeds 32341

A service women appreciate . . .

G.E.C. SANFIRE

ELECTRIC SANITARY INCINERATORS



Safe • Reliable • Hygienic
Every unit guaranteed 12 months

◀ **SANFIRE MINOR**

Wall mounting for the smaller premises. Cat. No. PH 6740 **£25.**
See descriptive publication PH 4283

SANFIRE MAJOR ▶

Pedestal unit for the larger establishment. Cat. No. PH 6681
£49.15.0.
See descriptive publication PH 1952



THE GENERAL ELECTRIC CO. LTD., MAGNET HOUSE, KINGSWAY, LONDON W.C.2.

...let's
get
to
the
point
quickly



- With Perfected Suspended Filing
- Telescopic Bars
- Clip-on Titles
- Six Colours

EXPANDEX

VISIBLE FILING

WRITE TO:—

EXPANDEX VISIBLE FILING COMPANY LIMITED
SURPASS HOUSE, 26 HARRISON STREET, LONDON, W.C.1

AUGUST, 1959

THE NEW

HERMES *Ambassador*



ALL ELECTRIC

Swiss made
precision typewriter

98% normal typing effort saved with the electrical operation of—

- ★ THE TOUCH
- ★ THE CARRIAGE RETURN
- ★ THE SHIFTING FOR CAPITALS
- ★ THE BACK SPACER
- ★ THE ESCAPEMENT
- ★ THE REPEATER

There are HERMES agents in all principal towns—ask your local dealer for a demonstration

Sole distributors in Great Britain and Northern Ireland

E. N. MASON & SONS LTD., Arclight Works, Colchester. Tel. 5191

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Don't let Cycle Parking become a problem!

Do as most leading firms do —

Use

ABIX

CYCLE STANDS

ABIX Cycle Stands are constructed of steel throughout, stove enamelled green. Roof sheeting is normally of galvanised corrugated sheets. If required, sheeting can be supplied in Aluminium or Asbestos.



Type 'H'



Type 'B'



Type 'J'

* There are 27 different types from which to choose

Write for illustrated catalogue B.1 to

ABIX (METAL INDUSTRIES) LIMITED

Steel Equipment for Office and Factory
Pool Road, West Molesey, Surrey

Phone: MOlesey 4361-3

Grams: ABIX, East Molesey

Also Manufacturers of:

STEEL PARTITIONING (Industrial and Executive) CLOTHES LOCKERS, SLOTTED ANGLE AND ADJUSTABLE STEEL SHELVING

Documents copied speedily and economically



Up goes efficiency when the new ILFORD Azoflex Model 105 enters your premises. Noiseless and speedy, no larger than many typewriters, this compact machine turns out first-class dyeline reproductions without possibility of error—and so simple is it to operate that it can be used by any member of the staff. Maintenance and cleaning are cut to a minimum; it is only necessary to empty and rinse the developing section at the end of each day.

A demonstration will convince you of the savings you can make with the Azoflex Model 105. Dimensions: width 20 in., depth 15 in., height 9½ in. Weight: 60 lb. Price: £136, complete and ready for immediate use from any 5-amp supply point (240-volt 50-cycle A.C.).

ILFORD *Azoflex*

MACHINES AND MATERIALS

Full details from:

ILFORD LIMITED, INDUSTRIAL SALES DEPT. AZ19E
ILFORD, ESSEX. Telephone: ILFord 3000

This is the operating procedure:

- 1 Switch on (no warming-up period required).
- 2 Place translucent document in contact with Azoflex paper and insert in exposing section of machine.
- 3 Wait for exposed Azoflex paper to emerge and then insert in developing section.
- 4 Collect high-quality Azoflex reproduction as it leaves the machine.



A COSTLY FLAME!




Is the Paper Work Monster
burning up too much of
your valuable profits?

DITTO One-Writing Systems help you
REGD. TRADE MARK
put out these wasteful fires

With a DITTO One-Writing System you eliminate re-writing from your business operation. You eliminate the possibility of costly errors. You save time, save clerical work, save operational expenditure. Whatever your particular requirements on Order-Invoicing, Purchase Order-Receiving, Production Control—or other systems—let a DITTO systems representative survey your needs. His survey completed, he will design an individual DITTO One-Writing System to meet your

paperwork requirements. There is no charge for either survey or design, of course, and you place yourself under no obligation. For complete facts, write to Department FDA4, DITTO (Britain) Limited, 126/128 New Kings Road, London S.W.6. RENown 4282/4.

 **Ditto** (BRITAIN) LIMITED
...the helping hand for modern business

NEW! electrically operated
DITTO D-70 Duplicator



This is the machine which is unsurpassed for all duplicating and systems work. It offers a number of advancements that make such work faster, more flexible, more versatile. We will be pleased to personally demonstrate the D-70 to you. There are **FIVE NEW** hand and electrically operated machines in the D-70 Series—write for a demonstration today.

PAPER ROLLS ARE GEARED TO AUTOMATION



PAPER ROLLS

PAPER ROLLS—for use with adding, accounting, calculating and statistical machines, electronic computers and cash registers, ticket issuing machines used in transport and entertainment.

PAPER ROLLS plain, printed, perforated and gummed.

HUNT & COLLEYS LTD.
MAKE THEM ALL

HUCKNALL ROAD, NOTTINGHAM - Telephone : 61088/9

NEW EQUIPMENT • FREE SERVICE

To obtain additional information on the items reviewed editorially in the New Equipment section of this issue, write their reference numbers below:

Ref..... Ref..... Ref.....

Ref..... Ref..... Ref.....

Ref..... Ref..... Ref.....

Your Name

Position

Name of Firm

Address

This is a reply-paid form

(BLOCK LETTERS PLEASE)

BUSINESS

JOURNAL OF MANAGEMENT

NEW EQUIPMENT SERVICE

Use these business reply cards to obtain further information on any of the items appearing in the New Equipment section of this issue. The section covers products for use in office and workshop, and also in canteen and welfare services.

NEW EQUIPMENT • FREE SERVICE

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Ref..... Ref..... Ref.....

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Actually, it was his secretary's idea . . .

A forgivable oversight, but so long as the convention was relaxing and congenial for everyone it hardly seems to matter whose idea it was. Not that the choice of hotel isn't an important consideration. The achievement and appearance of ease is a studied affair, requiring the services of a carefully prepared and experienced staff. We've specialised in conventions and large functions for many years, and any of the hotels listed below will provide you with the same uncompromising standards.

For further information
contact our Sales
Director, at
VICtoria 9494
or the Resident
Manager at
each hotel.



THE MAY FAIR HOTEL, LONDON, W.1.
Newly restyled and redecorated from entrances
to penthouses.
Telephone: MAYfair 7777



**HOTEL METROPOLE,
BRIGHTON.**
Tel: Brighton 24041



**GROSVENOR HOTEL,
LONDON, S.W.1.**
Tel: VICtoria 9494



**HOTEL METROPOLE,
FOLKESTONE.**
Tel: Folkestone 3146



A ready chorus by all users
telling the world "Barco types fine."
The result is as clear as a clarion call.

W. Richardson
Sons Ltd.

MANUFACTURED FOR OVER 60 YEARS
147-9 CANNON STREET, LONDON, E.C.4 ENGLAND

Telephone: MANsion House 0826-7-8

BARCO

NEW EQUIPMENT

OFFICE / WORKSHOP

OFFICE

Calculator works direct in sterling

Sterling multiplication is done without decimalization on the *Numeria ESA* electric calculator. First of its kind, it enables even an unskilled operator to do invoice extensions without using conversion



Automatic multiplier

tables, which waste a considerable amount of time.

When used for high-speed addition and subtraction the machine's capacity is one farthing below £100 million. Addition, subtraction, multiplication and division in decimals are carried out on the nine "whole number" columns.

Enquiry Ref. No. 08/1

Office microfilmer copies three ways

A new, highly versatile office microfilmer, the *Reliant*, records three different ways, and has a choice of three reduction ratios for each method. The *Duo* method uses half the width of film which is reversed at the end of the run so that the other half is available. *Duplex* photographs back and front of a document

For more information . . .

about products reviewed in this section use one of the New Equipment Service cards facing page 72 of this issue.

Each item in the section has a reference number. The numbers of items on which further information is requested should be written clearly on the card.

The service is free and no postage stamp is needed.

* Equipment included in this survey is selected for its news value alone. Manufacturers are invited to submit details of new and interesting products for consideration. An original photograph should accompany each item submitted.

microfilm is an integral part of business

When you use microfilm you save money, filing space and time; you increase efficiency; and you provide duplication in case valuable originals get lost or destroyed. Recordak, who pioneered the application of microfilm to business methods, supply a wide range of equipment to cope with any microfilming problem. They also provide a complete recording service for customers who don't wish to install their own equipment.

Write or phone for details of how microfilm can help in *your* organisation.



The leading name
in Microfilming

THE RECORDAK DIVISION OF KODAK LTD.
1-4, BEECH STREET, LONDON, E.C.1

Tel : Metropolitan 0316



BUSINESS

'Recordak' is a registered trade-mark



We're still in the MIDDLE AGES!

Bound hand and foot by mediaeval practices. **COINAGE** based

on a pound weight of silver or something. And **MEASURES!** D'you know that a cricket pitch is 4 rods, poles or perches long? I ask you!

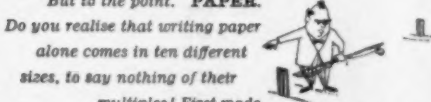
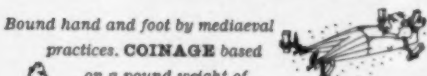
But to the point. **PAPER.** Do you realise that writing paper alone comes in ten different sizes, to say nothing of their multiples! First made

in 1495, they tell me. Let me tell them.

There are **GLIMMERINGS.** Rationalisation. Standardisation. The **GOLDEN SQUARE.**

Does your paper buyer know about YD and the Golden Square?

Lift the vizor. Show him who's progressive!



First typewriting paper cut to the Golden Square

YD Cut Bank—an excellent typing paper, made in traditional sizes for years—is now also made to a Golden Square, the standard used in 26 European countries.

Rationalisation, frankly, brings no saving at present. But when Golden Square catches on it will bring worth-while economies all round.

So find out more about YD Cut Bank in the Golden Square. We shall be delighted to send a representative to see your paper buyer.

A Golden Square

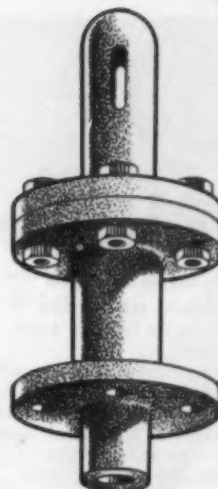
When paper made to a Golden Square is folded, the reduced size will be in the same proportions as the original. This format is approved by the B.S.I.

YD CUT BANK
The same paper in traditional sizes.
Boxed for easy storing, checking,
keeping clean...saves several sheets
a box. Try it if you don't already
use it.



YATES DUXBURY & SONS LTD.
HEAP BRIDGE PAPER MILLS · BURY · LANC.

This boiler fitting cost thousands of pounds



This boiler fitting was supposedly doing its job as a low water alarm. It wasn't, and the resultant explosion not only cost the firm a boiler house, but a crippling loss of profits.

— and two people could have prevented the accident

An accident like this, caused by a defect in the working parts of the apparatus, need never happen—if a qualified Engineer Surveyor regularly inspects machinery. But first it is the responsibility of someone at top-level—a director, the secretary or chief engineer—to see that all their industrial machinery is regularly inspected and properly insured by specialists.



Vulcan inspects and protects

Vulcan, who this year celebrate a century of experience—and look forward to learning more every day—provide just such a service. It costs no more than insurance and inspection by 'general practitioners'. Our appointment is always welcomed by company engineers and insurance brokers—because they know that if defects are to be found, a Vulcan Engineer will find them, and prevent the accident that would have happened.

**MAY WE
SEND
YOU
FREE**



'Vulcan'—a journal for all users of plant and machinery with reports of accidents and safety hints. Write to Dept. 4.

THE Vulcan 67 KING STREET
MANCHESTER 2
BOILER & GENERAL INSURANCE CO. LTD.

OFFICE



Simple to operate

simultaneously, side by side. A third method uses the full film width. Feed is automatic.

The machine is simple to operate; it fits easily on a desk. It accepts documents up to 12in. wide. Length of document is immaterial, since the machine runs continuously.

Enquiry Ref. No. 08/2

Cataloguing is easy with this system

Catalogues, telephone indexes, staff lists, spare parts lists, mailing lists are made and reproduced far more quickly with the *Copy-Strip* system. It comprises a strip index mounted

on white plastic dividers designed for use in a loose-leaf binder. Each is suitable as a master for photocopying or making an offset plate.

The strips are white card. To help typists get perfect alignment, they are printed with a series of light-blue vertical lines which are not visible after reproduction. After typing, the strips are guillotined. As each strip is separated, it falls on the others to form a neat pack in sequence. It is

then ready for loading into the divider, in which it can be moved up and down.

Plastic sheets, interleaved between the dividers, keep the strips clean. Each sheet has a tab with removable insert, in order to index the loose-leaf book.

All strips are interchangeable; thus a layout may be rapidly changed and kept up to date. Illustrations may also be included.

Enquiry Ref. No. 08/3

New labelling method eliminates errors

Gummed labels are produced rapidly and without risk of error by a new application of the *Secretary* heat-transfer copier.

A typewritten master copy is made on a sheet of plain paper. This is used repeatedly, so that once checked it is bound to produce correct results. To ensure that addresses are spaced to correspond with the labels a guide sheet is supplied.

Copy paper is made in sheets, gummed on the back, and perforated. Each sheet contains 39 labels



Makes good litho master



By courtesy of E.M.I. Ltd., Hayes

**'... nowadays we always consult N.S.E.
—these are their CONSECUTIVE DESKS'**

"You must be expanding..."

"We are, steadily, so we need N.S.E. Consecutive Desks to make the most of all available floor space."

"Well, the office certainly takes on a planned look."

"Yes, quite: N.S.E. Desks can be arranged and linked in many different ways. And look how their high-finish colours always match!"

"These surroundings must make work a pleasure—increase in efficiency, too."

"We've found that: and to cap it all—N.S.E.'s large output of standardised parts means low prices!"

NSE

Consecutive Desks

NORWOOD STEEL EQUIPMENT LIMITED

149 Borough High Street, London, S.E.1 • Tel: HOP 5033

N.S.E. CONSECUTIVE DESKS are made from highest quality steel-sheeting with extra thick linoleum tops. Choose from 7 different, interchangeable top sizes and 4 different pedestals.

Use N.S.E. DESKS separately or in continuity—make the most of valuable office space. Write to Dept. T for FREE catalogue of N.S.E. Steel Office Furniture—it includes the Consecutive Range. Better still, visit our showrooms.

and at Manchester, Birmingham, Bristol

BUSINESS

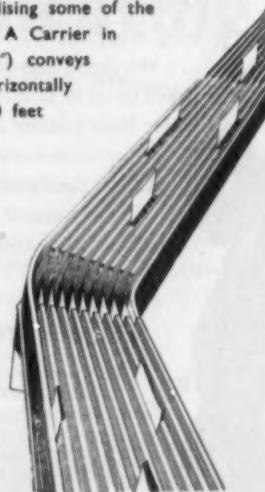


PIONEERS THE CONQUEST OF INNER SPACE

Did you know that Lamson Carrier Airtubes are used to transmit steel samples, small spares, tools, surgical instruments, drugs, printing plates, documents and other items, speedily within organisations of all types utilising some of the unexploited Inner Space available? A Carrier in one of the larger systems (13" x 5") conveys loads of 7-10 lb. vertically and horizontally and at a speed of approximately 30 feet per second.

On the right is the new 'V' Trough Document Conveyor. Multi or single lane, for carrying cards, tickets, letters, etc., with maximum speed and economy of space. The document is moved on edge by a narrow belt. Each lane can be used for a different class of document, a different processing or direction.

Manufacturers of Carrier Airtubes, Conveyors, Pallet Loaders, Ventilation, Dust and Fume Extraction Plants, Portable and Central Vacuum Cleaning Plants, Postal Letter Chutes.



clean
PHONOTAS
speaking

**WEEKLY TELEPHONE
CLEANING & STERILISING
SERVICE**

Branches throughout the country

THE PHONOTAS CO. LTD., 125 HIGH HOLBORN, LONDON, W.C.1



HOLborn 7221

Mr. Jones... you're on the carpet

Mr. Jones doesn't mind. He made a wise choice when he acquired the "MUSQUASH"—most versatile member of the B.V.C. family. Carpet shampooing, wet scrubbing, mopping, dry cleaning, light sanding and polishing... Mr. Jones leaves it all to the "MUSQUASH".

It will scrub or polish under furniture, under machinery, under beds without having to clear the complete floor.

It does all the stooping for you! The new B.V.C. family of Floor Maintenance machines was introduced after exhaustive tests proved their efficiency to cope with every floor cleaning aspect.

Floors are like little boys

They must be cleaned. The versatile "MUSQUASH" is one of the B.V.C. family of Floor Maintenance Equipment—floor dryers, polishers and scrubbers. Three members of the family can be battery operated. The full range deals with every floor cleaning problem.



Write now for full details to Dept. No. F.ME./B.6

THE BRITISH VACUUM CLEANER AND ENGINEERING CO. LTD.

Goblin Works, Leatherhead, Surrey Telephone: Ashted 866

ONE OF THE B.V.C. GROUP OF COMPANIES

OFFICE



39 labels in four seconds

measuring 2½ by 1in. To make a sheet of labels, the operator places the master and a sheet of copy paper into a silk screen carrier, inserts this into the copying machine, and presses a button. The labels emerge ready for immediate use.

Enquiry Ref. No. O8/4

High-speed sorter has keyboard

Papers and cards are sorted at high speed by the *Keytronic*. There are 10 to 50 receiving bins. Documents, which are stacked in a feed tray, are directed to their destinations by an operator using a keyboard like that



Up to 50 bins

of a typewriter or adding machine. Sorting is alphabetical, numerical, or alpha-numerical. Depression of key combinations sends the papers along a roller conveyor to appropriate bins.

There are four basic models, with varying numbers of bins.

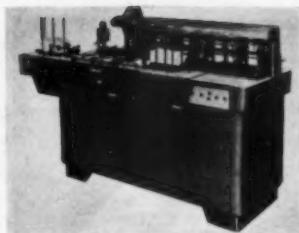
Enquiry Ref. No. O8/5

Mailing machine fills and seals

An automatic inserting machine fills, seals and stacks envelopes at up to 5,500 per hour.

The *Phillipsburg CW4*, imported

BUSINESS



Up to four enclosures

from America, inserts up to four enclosures into one envelope which may vary in dimensions from 6 by 3½ in. to 9½ by 5½ in. Sheets, cards, booklets and catalogues in sizes from 5½ by 3 in. to 9 by 5 in. may be inserted.

Enquiry Ref. No. 08/6

Steel desk has built-in safe

Confidential papers or valuables are stored with confidence in the *Ambassador* executive steel desk. Built into one pedestal, and concealed by an outer door, is a safe with a three-wheel combination lock. There is a very large writing surface. The other pedestal contains one box, one foolscap filing drawer.

Enquiry Ref. No. 08/7

Plastic protection for documents

Paper and thin card are preserved from soiling and tearing, and improved in appearance by the *Thermofilm*. It coats both sides of documents with a thin transparent plastic film.

The document may be any length, and up to 12½ in. wide. Film is applied automatically from two rolls. As the finished sheet emerges the film is automatically cut.

The film resists heat, grease, acids, alkalis; is completely odourless.

Enquiry Ref. No. 08/8



Automatic operation

AUGUST, 1959

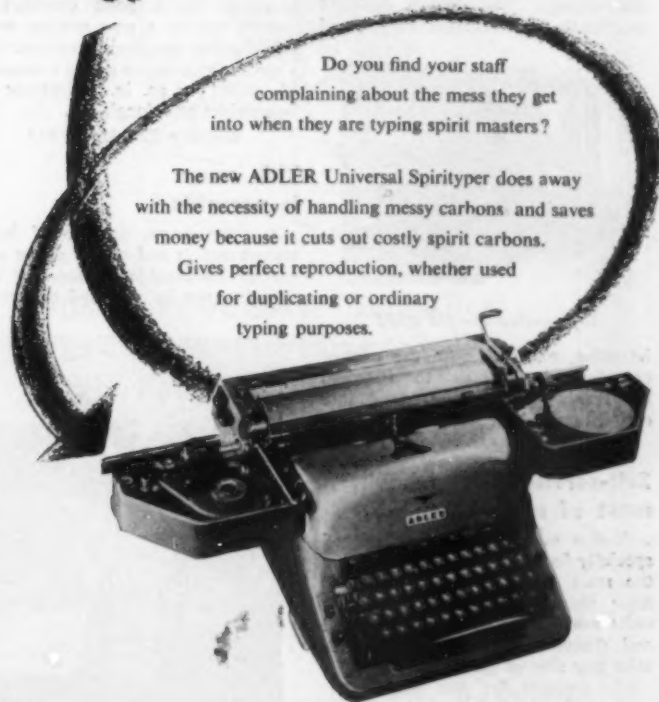


An end to DIRTY duplicating

Do you find your staff complaining about the mess they get into when they are typing spirit masters?

The new ADLER Universal Spirityper does away with the necessity of handling messy carbons and saves money because it cuts out costly spirit carbons.

Gives perfect reproduction, whether used for duplicating or ordinary typing purposes.



ADLER UNIVERSAL SPIRITYPER

-----CUT OUT AND POST THIS COUPON TODAY-----

Please send full details of the new Adler Spirityper

NAME

ADDRESS

T. S. (OFFICE EQUIPMENT) LIMITED

140-148 BOROUGH-HIGH STREET, LONDON, S.E.1

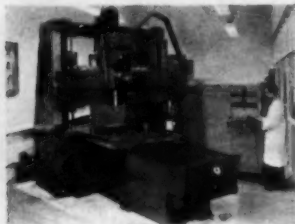
Telephone: HOP. 3191

AND FROM OFFICE EQUIPMENT DEALERS THROUGHOUT THE COUNTRY

WORKSHOP

No marking out with new drill

A new numerically controlled drilling machine positions and drills holes up to 2in. diameter in thick steel in a fraction of the normal time. No marking out is necessary: the machine works from either punched tape, or, for 'one-off' jobs, from dial settings. The drill is designed specifically for electronic control, and



Tape controlled—for speed

its price, complete with the control console, is expected to compare favourably with that of a comparable conventional drill.

Enquiry Ref. No. W8/1

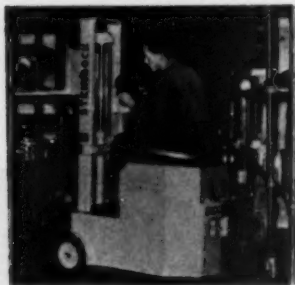
Self-service unit makes most of space

A new series of fittings, designed specially for self-service shops, makes the most effective use of available floor space and shelf space. The units are flexible and can be erected and dismantled in minutes: shelves take any size of pack.

Enquiry Ref. No. W8/2

Fork truck stacks in narrow space

This electrically driven fork-lift truck is only 37in. long and stacks at 90 degrees in an 83in. aisle. Capacity is 1,120lb. at 24in. or



Only 37in. long

1,300lb. at 20in. A height of lift from 60in. to 138in. can be supplied. Each front wheel has a motor, giving maximum traction for slopes.

Enquiry Ref. No. W8/3

Spray uses polythene container

An extremely fine and penetrating spray giving a good coverage is thrown out by a new sprayer using a half-gallon polythene container and a metal piston pump giving a pressure of 200lb. per sq. in. Dispenses all insecticides and fungicides.

Enquiry Ref. No. W8/4

This crane is versatile

A 2-ton crane, capable of being manoeuvred in and out of places previously inaccessible to cranes of this capacity, can be mounted on practi-



Mounts on most vehicles

cally any lorry, or on a trailer, or the platform can be bolted down and fitted with an auxiliary motor. It slews through 300 degrees.

Enquiry Ref. No. W8/5

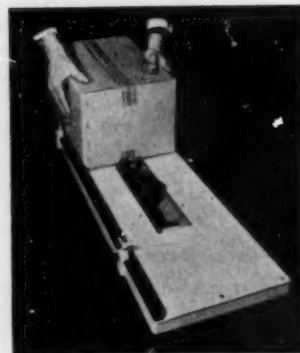
Containers are hygienic and tough

A line of containers moulded in either rigid or flexible polythene are suitable for any use requiring a hygienic container that will withstand corrosion, acid and rough usage.

Enquiry Ref. No. W8/6

Seals cartons quickly

Cartons can be sealed with adhesive plastic tape at the rate of



For quick taping

36 a minute with a new taping machine. The carton is just pushed along a platform in the middle of which is a slot inset with the mechanism containing the tape. The face of the carton picks up the tape which is wiped along the length of the carton, cut, and the end sealed to the end face.

Enquiry Ref. No. W8/7

Power from vehicle wheels

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WORKSHOP

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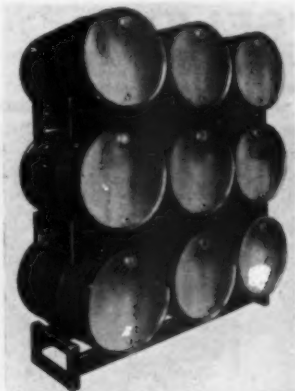
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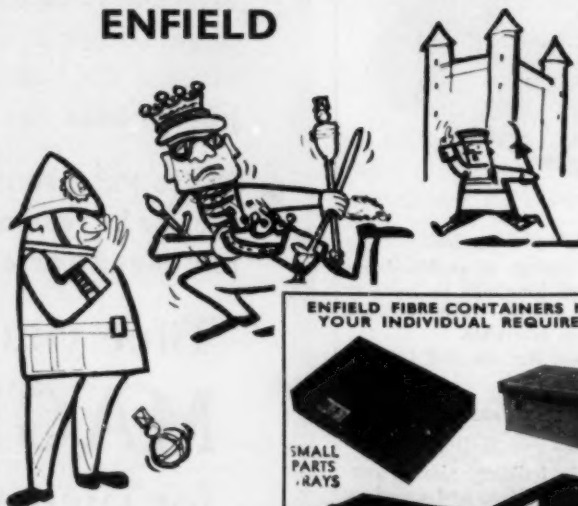


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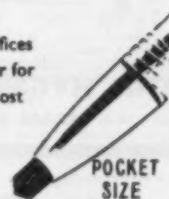


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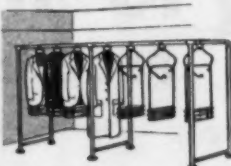
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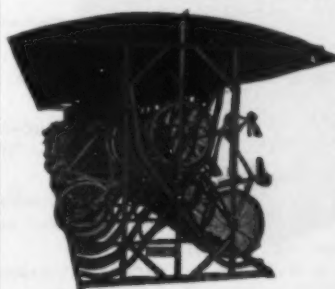
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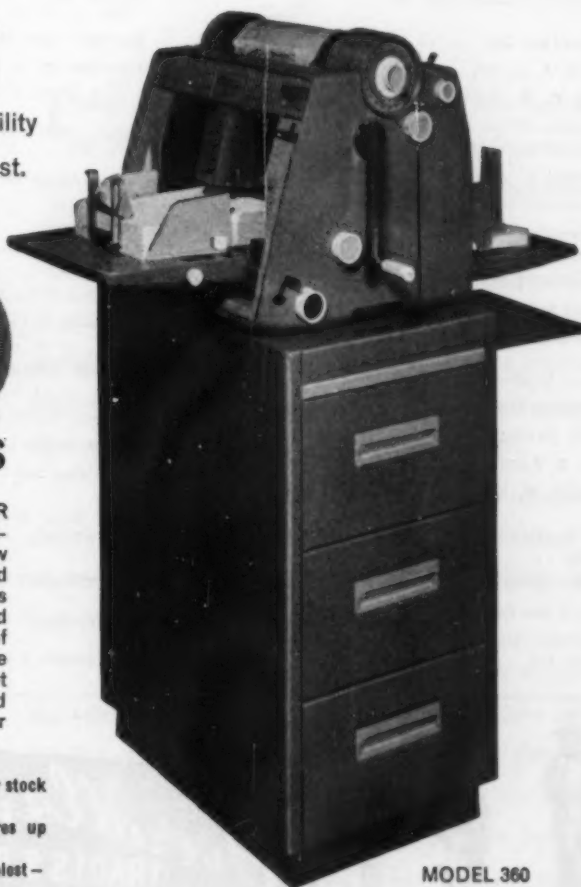
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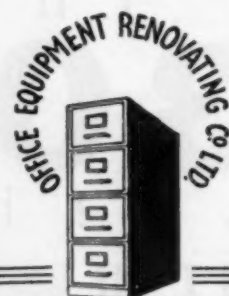
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